

Improving holistic customer
experience in omnichannel
environment

Niko Rantanen

Master's Thesis

Department of Design

Collaborative and Industrial Design

Aalto University School of Arts, Design and Architecture

2018

Supervisor: Virpi Roto, Aalto University

Advisor: Jouni Linkola, Elisa

Abstract

Commoditization of telecommunication products and services consumers use today means challenges for companies but also provide opportunities. The telecommunications field is highly competitive environment where experiences which customers have and quality of service can offer great advantages over other available products and services in the market. The value which positive interaction experiences and customer journeys can provide has become one of the main drivers why people choose the product or service they want to use. This thesis is done for telecommunications company Elisa. As a company, Elisa is committed on enhancing their customer's experiences and making that a strategic advantage in today's market environment.

This thesis focuses on omnichannel customer journeys in Elisa. The contributions include clarifying customer experience in customer - company relationship, mapping and visualizing the most common customer journeys and researching customers' experiences in Elisa's omnichannel environment. Theoretical background reviews literature on how experiences are created, how the holistic nature of customer experience is managed and what are the attributes customer experience consists of. Thesis also reviews how to enhance experience design with acknowledging the benefits and advantages this can provide to a company.

The first phase of the research consists of mapping and visualizing the most common customer journeys in Elisa. A total of three different multi-touchpoint customer journeys were mapped, with activities to the touchpoints. These customer journey mappings provided the background understanding for the second phase, where the focus was on researching Elisa's customers' omnichannel experiences with collaborative design methods. The Findings from this study show what the experience of the customers consist of and how it could be improved. Analyzing qualitative data of customer's needs, attitudes & emotions provided understanding, which can be used to develop customer experience in Elisa's omnichannel environment and propose strategic recommendations for future customer centric direction in this area.

Keywords

Omnichannel, multi-touchpoint, experience design, industrial service design, human-centered design, customer journey mapping

Abstrakti

Monien kuluttajien käyttämien tuotteiden muuttuminen yleishyödyllisiksi tarkoittaa yrityksille tänä päivänä haasteita mutta tarjoaa myös mahdollisuuksia. Telekommunikaatioala on erittäin kilpailtu ympäristö, missä kokemukset sekä palvelun laatu voivat tarjota merkittäviä hyötyjä muihin markkinoilla oleviin vastaaviin tuotteisiin ja palveluihin verrattuna. Interaktioiden ja asiakaspolkujen tarjoamista kokemuksista on tullut pääasiallinen ohjaaja, jonka mukaan ihmiset valitsevat tuotteen tai palvelun mitä he haluavat käyttää. Elisa on sitoutunut kehittämään asiakaskokemusta ja luomaan siitä strategisen edun tämän päivän markkinaympäristössä.

Tämä lopputyö keskittyy Elisan omnichannel asiakaspolkuihin. Lopputyö koostuu asiakaskokemuksen määrittelemisestä asiakas - yritys -suhteessa, yleisten asiakaspolkujen mallintamisesta ja visualisoinnista sekä asiakaskokemuksen tutkimuksesta Elisan omnichannel ympäristössä. Teoreettinen taustatutkimus käsittelee kirjallisuutta, miten kokemukset syntyvät ja miten kokonaisvaltainen asiakaskokemus määritellään. Lopputyö käsittelee myös mistä asiakaskokemus koostuu ja miten kehittää kokemussuunnittelua, tuoden esiin myös hyödyt sekä edut, joita tämä voi yritykselle tarjota.

Tutkimuksen ensimmäinen osuus koostuu Elisan yleisimpien asiakaspolkujen mallintamisesta ja visualisoinnista. Monikontaktipisteasiakaspolkuja mallinnettiin yhteensä kolme, sisältäen vastaavat aktiviteetit kussakin kontaktipisteessä. Nämä asiakaspolut toimivat taustaymmärryksenä toiseen tutkimusvaiheeseen, jossa keskityttiin Elisan asiakkaiden omnichannel asiakaskokemuksen tutkimiseen yhteissuunnittelumetodein. Tutkimuksen löydökset osoittavat, miten asiakkaiden kokemus on muodostunut ja miten sitä voidaan parantaa. Kvalitatiivista datan analysointi asiakkaiden tarpeista, asenteista ja emootioista antoi ymmärrystä, jota voidaan käyttää asiakaskokemuksen sekä omnichannelympäristön kehittämiseen Elisalla, sekä antamaan strategista suuntaa tulevaisuuden asiakaskeskeiselle kehityssuunnalle tällä alueella.

Avainsanat

Omnichannel, monikontaktipiste, kokemussuunnittelu, teollinen palvelumuotoilu, ihmiskeskeinen suunnittelu, asiakaspolkumallinnus

Contents

1. Introduction	12
1.1 Elisa omnichannel environment	14
1.2 OmaElisa as a platform in the center of customer interaction	15
1.3 Customer centricity in the core of Elisa company strategy	16
1.4 Thesis structure	16
2. Objectives and research questions	18
2.1 Objectives	20
2.2 Research questions	20
2.3 Methods	21
3. Theoretical background	24
3.1 Evolution of channels and omnichannel environment	26
3.2 Channels and touchpoints	29
3.3 Defining customer experience	32
3.4 Holistic experience design to create meaningful interactions	34
3.5 Customer journeys in the core of channel development	37
3.6 Journey mapping and visualization as a tool to enhance customer experience	38
3.7 Strategic benefits and customer experience in the center of business development	40
4. Mapping the common multi-touchpoint customer journeys	44
4.1 Aim	46
4.2 Analyzing data	47

4.3 Gathering understanding	48
4.4 Defining the journeys	49
4.5 Visualizing multi-touchpoint environment	50
5. Collaborative methods to research customer omnichannel experiences	56
5.1 Materials	59
5.2 Participants	59
5.3 Session procedure	60
5.4 Results	62
6. Analysis	86
6.1 Current state	88
6.2 Channel ecosystem	89
6.3 Individual interactions and customer lifecycle	90
6.4 Consumer / corporate customer experience	91
6.5 OmaElisa as a channel to get confirmation	92
6.6 Product offering	93
6.7 Providing support	94
6.8. Service quality to improve customer loyalty	95
7. Recommendations	98
7.1 Experience drivers	100
7.2 Strategic recommendations	100
8. Conclusion	104
8.1 Meeting research objectives and answering research question	106
8.2 Limitations	109
8.3 Future research	110
8.4 Reflection	111
References	112

Introduction



1. Introduction

Elisa is a telecommunications, ICT and online service company with over a hundred-year history. Today Elisa is serving over 2,8 million customers in Finland and internationally and have over 6.2 million subscriptions, varying from consumer, corporate and public administration organization sectors.

Business is continuously changing and Elisa has always been enthusiastic about utilizing new technologies and ways of working with a vision to become a recognized international provider of digital services and a brand of excellence. Digitalization is influencing the work that people do, ways and environments they work in and tools they use. Elisa operates in an industry where the products and services of the future are built through continuous development, innovation and cooperation between stakeholders in different fields.

Market area is changing rapidly because of technology development and digitalization. The telecommunications field is highly competitive and enhancing customer experience plays a big part today how company is portrayed and valued, having also has a huge impact on customer loyalty. In a market field where price no longer can be the main point of customer decision making, experiences and quality of service can offer great advantages over other available products and services.

1.1 Elisa Omnichannel environment

In the omnichannel work in Elisa, the focus is on customer experience, to provide a seamless flow in every channel, improving the experience in every area and making movement easy. The core of omnichannel strategy is to reduce the friction when customer is changing from

one channel to another (e.g. webshop, physical store, after sales services etc.). Creating a multichannel touchpoint experience makes Elisa more appealing for the customer, enhances customer experience, increases efficiency and business potential.

Today customers move and behave in a multichannel environment while companies lead their operations in channel silos. This leads to conflicts in delivering great customer journeys in different touchpoints and in the end affects the whole customer experience. The aim is to enhance the natural flow of channel change, reduce friction between changing channels and to understand customer's natural journeys and behavior throughout Elisa's channels. By researching this environment, customer's needs are clarified and envisioning and designing new solutions can start. Creating meaningful, seamless experiences is done with customer understanding. Being human-centered and focusing on the customer brings value to both Elisa and the customers.

1.2 OmaElisa as an online platform in the center of customer interaction

OmaElisa is an online platform where Elisa's customers can manage their personal information, for example changing your contact details or email settings. In addition to that, OmaElisa offers tools to check, update and manage their products and services and their invoicing. For the customer, benefits of OmaElisa use comes from managing customer information quickly whenever they want without the need of contacting customer support. Customers can also see personalized offers for subscriptions and devices, which are offered especially for that specific customer.

1.3 Customer centricity in the core of Elisa company strategy

Today Elisa is constantly creating new services and products for their present and future customers and improving the experiences people have when interacting with the company. Enhancing operations and developing new services is done with a strong emphasis on customer experience. This is driven by creating quality and designing services which are effortless to use, with a focus on what is important and brings value for the customer. Along with responsibility, renewal, result orientation and collaboration, one of the most important core values in Elisa's strategy is customer centricity. This means personified interaction with the customer and customer understanding combined with designing quality products and services.

1.4 Thesis structure

Thesis consist of literature review, two-phased research, analysis and conclusion. First part of the research concentrates on mapping the most common customer journeys and touchpoints in Elisa. Research methods included analyzing quantitative data, expert interviews and journey mapping. This part results in three different customer journeys with the activities and touchpoints where interactions can happen. The second part focuses on researching Elisa's customer's journeys in omnichannel environment. Methods in this part were collaborative, using timeline and customer interviews. From this, analyzing was done to give ideas how to implement the findings to further develop customer experience.

Objectives and research questions



2. Objectives and research questions

The aim of the research is to map and document Elisa's customers' omnichannel journeys and acknowledge which aspects affect customer experience to better understand customers' experiences and emotions. Thesis also explores how these findings can be visualized and presented.

2.1 Research questions

- 1. How customer experience can be created in omnichannel environment?*
- 2. How to map and visualize customer journeys to improve Elisa's omnichannel experience?*

2.2 Objectives

- 1. Research the most common customer journeys customers have with Elisa.*
- 2. Map and visualize the journeys with typical activities and touchpoints.*
- 3. Research current omnichannel customer journeys with Elisa's customers with collaborative design methods.*
- 4. Make recommendations how omnichannel experience could be improved in Elisa's omnichannel environment.*

2.3 Methods

Methods used in this thesis consisted of literature review, data analysis, expert interviews, journey mapping, timeline and customer interviews. Most of the methods were human-centered design approach methods, and involved stakeholders inside the company, and also Elisa's customers. Methods were selected to best suit the objectives in each corresponding part of the thesis and the use of each method is described in detail in the related chapters.

Literature review

For the preliminary literature research, books, articles and publications were studied to get a theoretical background and understanding in the field of omnichannel environment, experience design and customer journeys. Topics were chosen to form a coherent whole, starting from defining omnichannel environment, how customer experience is created and documented and the benefits this can provide. These topics provided ground to build on and understanding, which could be applied in the later phases of the thesis.

Data analysis

In the first part of the research, quantitative data how customer move in digital environment was analyzed by inspecting customer flow to research the most common interaction channels. Also customer feedback was clustered to get a perspective what are the usual cases customers might have. This quantitative data helped to get a focus where to concentrate and where to begin to map the most common customer journeys.

Expert interviews

Expert interviews were made to gather understanding of omnichannel environment and customer experience creation in Elisa. These semi-structured interviews provided internal insight from employees who are experts in their own field and had many years of experience. For each interviewee, a set of preliminary question was prepared to suit different expertise areas, from channel development and customer experience. In addition to predefined questions, interview sessions usually led to follow-up questions depending on each participant's individual views and interest areas. These interview sessions provided a vast background understanding and tacit knowledge.

Customer journey mapping

Journey maps can help to visualize key moments in customer's journeys when interacting with product or service. Journey mapping was done to document the findings for most common customer journeys. Refining of the journey maps was also done in co-creative sessions with Elisa's stakeholders in the first research phase. This material also helped to prepare and design the second phase of research, where actual customers were involved and their omnichannel journeys were researched and documented.

To get the customer point of view, timeline was used to research experiences in the omnichannel environment with Elisa's customers. Timeline was constructed with research participants by using touchpoint cards and a whiteboard as a tool to document each customer's journey with a list of activities in a chronological order. Customer journeys created with the timeline, were also documented and digitized to customer journey maps for further analysis.

Customer interviews

To dive deeper in to the customers experiences, interviews were done after completing the customer timeline to get in-depth qualitative data. This gave the insight and understanding of people's behavior and mindset and revealed emotions and experiences, which had happened to them in the omnichannel environment. Interviews were done in the same session with creating the timeline.

Theoretical background



3. Theoretical background

Experience is a vague term which can be hard to define. Still, many companies today are putting a lot of effort and resources to improve their customer experience and overall satisfaction. Today customers interact with a company in many different touchpoints, ranging from physical to digital, and in every touchpoint in the customer's journey, an emotional impact is made. Improving these interactions systematically can give significant benefits to the company.

In this chapter I research how omnichannel environment is defined, what is customer experience, how it is generated and how could experiences be enhanced in omnichannel environment. I also want to research how focusing on customer experience can benefit the company and what are the strategic advantages this offers.

3.1 Evolution of channels and omnichannel environment

Many technology driven companies have realized that enhancing customer experience offers a competitive advantage. A general change can also be seen where technical companies are changing to human-centered companies to face the current needs of a customer. Customer centric industries brand and develop service quality, customer experience and online to offline integration (Miettinen et. al. 2017).

Neslin (2006) states that multi-touchpoint customer experience is a combination of design in deployment, coordination and evaluation of channels. The goal is to enhance customer acquisition and add value to the overall experience when moving through different channels. Channels are different contact points which the customer uses to interact with a company. Kositpipat (2017) defines that in omnichannel experience, channels dissolve between digital

and traditional retailing channels contact points. Omnichannel thinking has evolved from multichannel retailing, where the level of integration in the multichannel varies, omnichannel requires complete and seamless integration of channels.

Digitalization has played a big role in today's corporate world in increasing the number of different channels on top of the offline channels for customers can engage and interact with. Managing these channels and making the customer experience feel seamless greatly enhances the customer experience. In the recent years digital and online services have caused a significant disruption in how customers search for information about products, buy them and use services (Christensen & Raynor, 2003). This can be especially seen in the mobile environment. If the behavior between these channels cannot be linked to a seamless experience, customers are more likely to choose a more suitable company to fulfill their needs (Rigby, 2011).

To counter this development, companies have to develop new strategies. Instead of traditional multichannel thinking, omnichannel thinking applies a broader perspective on customer behavior and decision making (Verhoef, P.C et. al. 2015). Shopping experience is changing rapidly because of digitalization, and customers have countless new channels to interact with. The term omnichannel reflects that. That does not mean that the traditional channels like physical stores and the social aspect of face to face contact are disappearing, but customers want a seamless integration between the digital and physical environment. Online and offline experience are complementary (Rigby, 2011). Company and its variety of different touchpoints must be easily accessible. This engages the customers and makes them feel invited (Dhebar, 2012).

Customers use online and offline channels to search information and purchase products and services. A most basic example of this behavior is to search information about a product online, and then going to a physical store to make that purchase. Having multiple channels offer more possibilities how customers can combine different touchpoints and where they can make purchases, to have a seamless and enjoyable customer experience (Binder, 2012). Developing the channels improve customer experience and brand loyalty hence at the same time improve business (Neslin et. al. 2006). This is also verified by Deloitte (2017), with research results that consumers who use digital devices, are also more likely to make purchases in physical stores.

Research show that today's customers are become multichannel in nature, as using different channels to search information and make purchases has become the new norm. Because of this, it is important to integrate channels to match products and services to customer multi-optionality and multichannel usage (Binder, 2012).

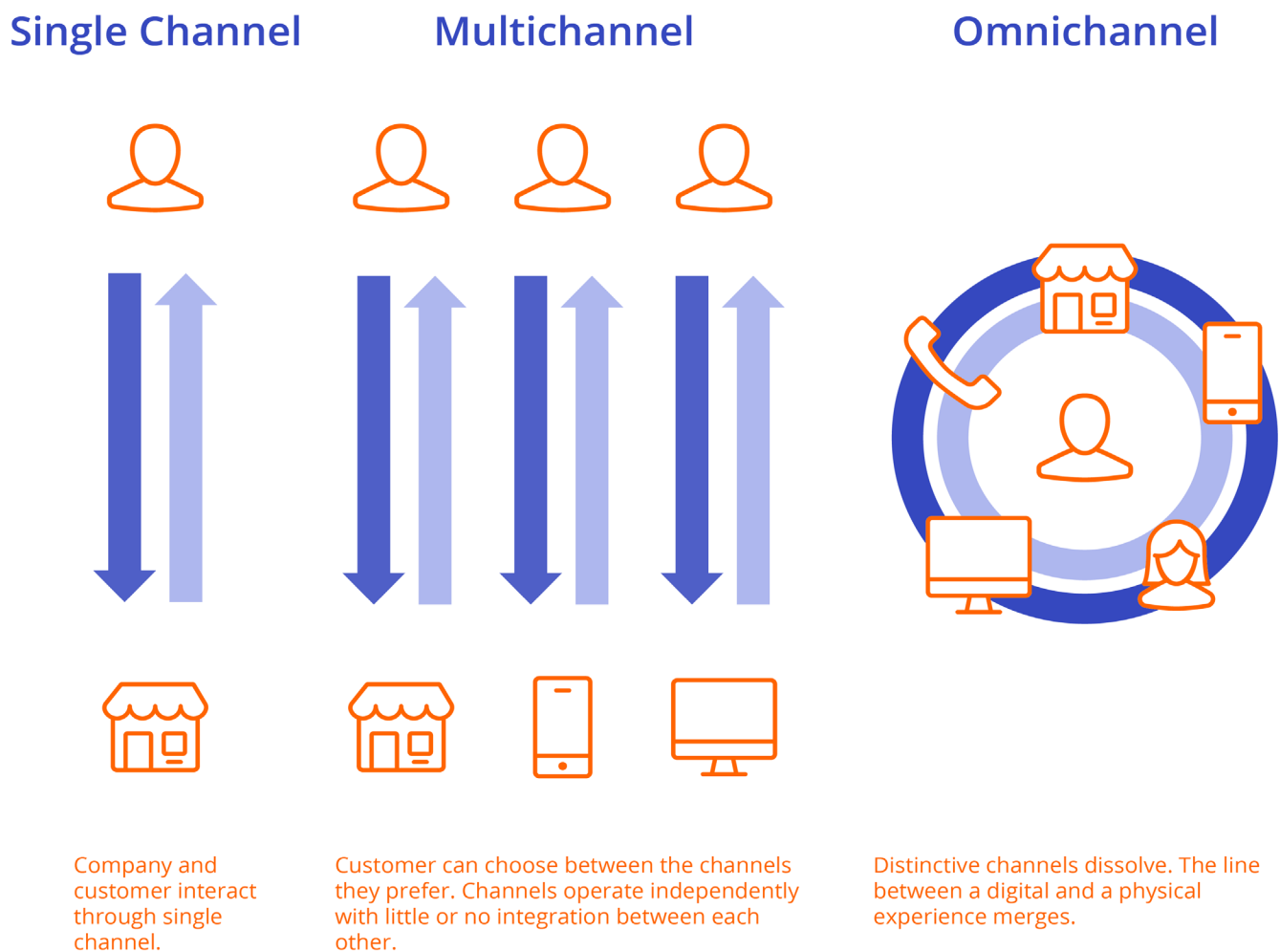


Figure 1. Differences between single channel, multichannel and omnichannel environments.

Adapted from Dennis Kardys, 2014.

3.2. Channels and touchpoints

Touchpoints are where the interaction between the customer and the company happens (Ross, 2015). Every company touches their customers in different touchpoints by human, product, service, communication, spatial or electronic interaction, forming a customer relationship cycle and a dialog between a customer and a company. Designing and managing these touchpoints with customer centric approach translates to compelling customer experience. Dhebar (2012) classifies touchpoint experiences from the customer's perspective into four different categories; 1. Who and/or what the customer is interacting with, 2. What is the preferred touchpoint for the customer in each stage (human, product, service, electronic, or a combination of these), 3. What are the customer's functionality needs for preferred touchpoints, and 4. What are the customer's expectational, operational, and functional interdependencies across different touchpoints.

Customer experience has to be consistent with value promise and that promise is claimed by customer experience in every touchpoint. Every action and the way those actions are executed in different touchpoints affect the overall experience. To create value and deliver the value promise, these touchpoints must be consistently enhanced. Customer experience is not something obscure and abstract, it is created and managed with controllable elements - the touchpoints. For experience design, the fundamental knowledge needed for this is acquired from customer journeys. This portrays the journeys customers take when with the company, and can be used to analyze steps, activities, barriers and emotions they people encounter throughout it (Richardson, 2010). Touchpoints can be defined as static or dynamic interactions between a customer and a company. Static touchpoints are hypothetical encounters to interact with, and dynamic points are execution of the touchpoint. These touchpoints provide a channel for action, and these actions make the customer journey (Halvorsrud, Haugstveit, & Følstad 2014). Available channel options for customers today lead varying channel selection, which is then chosen by different motives and situational factors. Each channel has different benefits at different phases of the purchase process and specific purchase situations (Binder, 2014).

The growing number of different interaction channels has made it crucial for companies to know how and why people choose the channel they prefer for each contact. The benefits of this is to enhance customer experience and efficiency in different channels through customer

management. Channel preferences also change and evolve throughout customers lifetime as a result of satisfying experiences, evaluation and convenience, and familiarization and learning (Valentini, Montaguti & Neslin, 2011). Schramm-Klein et. al. (2011) identify that customer's channel perception and evaluation are important factors which influence customer behavior and channel selection. Managing integrated channels by gathering and deploying customer information means consistent quality across multiple different channels (Payne & Pennie, 2005).

Today customers use several channels prior and during purchases. Companies have noticed significant benefits in developing channel synergies in channel integration by providing customers with seamless change from one channel to another. Having a variety of channels to choose from, customers can decide the one which is most suitable for that specific need in that particular purchase process. Well integrated channel environment can also guide customers to more efficient retail channels, which can consequently contribute to increased long term customer profitability. Studies show that this customer-centric approach results in long term customer relationship also increases customer satisfaction (Schramm-Klein et. al. 2011).



Figure 2. Graphic describing examples of Elisa's different channels in which the customer might have interactions. Channels ranging from mobile, desktop, physical store, sales personnel, billing & customer support.

3.3. Defining customer experience

When examining customer experience, we are talking about a broader scope, when compared to user experience. Customer experience includes all the interactions the customer has with the company, starting from acquiring the product, whereas user experience usually concentrates on the use of an app or navigation of an interface. User experience concentrates on the product, whereas customer experience includes the overall multichannel experience (Roelofs, 2017). Gentile, Spiller, & Noci (2007) define customer experience as a holistic experience, which contain rational and emotional aspects. *“The customer experience originates from a set of interactions between a customer and a product, a company, or part of its organization, which provoke a reaction. This experience is strictly personal and implies the customer’s involvement at different levels (rational, emotional, sensorial, physical, and spiritual)”* (Gentile, Spiller, & Noci, 2007, p. 397). Creating meaningful and memorable customer experience is also one of the most important competitive advantages (Følstad, 2018). Badgett et. al. (2007) state that customer experience is one of the main tools for a company to create loyalty. Enhancing customer experience can also be seen as an effective strategy in business areas where the price of product can no longer be the main point of making good business. Verhoef et. al. (2009) also add that customer experience is a holistic praxis which involves also psychological and social aspects.

Sometimes experience is defined by digital experiences and interactions, or retail and customer service. To be successful in long term customer experience creation, experience has to be seen as all these things and more, a whole. Experience is created every time people engage with the company. It’s not a single interaction, it is the entire customer lifespan. (Richardson, 2010) The goal of customer centric strategy is to develop customers experience in such way that it creates value to both customer and the company. Customer experience also has a direct effect in customer loyalty and brand perception (Verhoef et. al. 2009). Main reason for improving the customer experience is to improve customer satisfaction, which lead to loyalty, trust and emotional bond & competitive advantages (Johnston & Kong 2011). Experience provides the activity of fulfilling a particular need, which provides positive affect and meaning. Designing encounters to be more fulfilling lead to positive and meaningful experiences with increase happiness. Needs become the enabler for experience design (Hassenzahl, et. al. 2013).

Accenture (2016) also emphasizes experience design as the new way of developing businesses, where it is not enough to create something what people like, but to design experiences that people love. Experiences become standards to which other encounters are compared. Experience leaders change user expectations and shape the way products and services are portrayed. To remain relevant, companies must focus on building design-led, user-centric, and adaptive products, services and experiences. Improving experiences make the customer's interaction in different journey touchpoints feel more intuitive and personal. This has a direct impact in increasing loyalty and brand love.

Experience does not only mean aesthetics and functional aspects. It means to pass beyond the material to create emotions. While experience is a complex theme, emotions and fulfilment of needs have a fundamental role in designing the experience. Emotions are complex, but they consist of evaluation, pleasure and pain, and when positive, are a source for happiness. Measuring emotions provide a platform for qualitative comparison. (Hassenzahl, 2016).

Hassenzahl recognizes three levels when designing experiences; why, what and how. How is the interaction, and is closely tied to functionality. How is the operational, sensorial level. This consist for example from menu navigation and is tied in the concept of use. What is something that people do through the product and what they want to achieve using it. How and What still ignore to reflect users underlying needs and emotions, and the notion of why people want to use the product. Experience design, the why part, tries to clarify needs and emotions in the activity. After that the functionality can be designed to bring that experience. Experience design means tying the what and how together with the why, the needs and emotions. This result in products and services which speak to human experience through use and consumption.

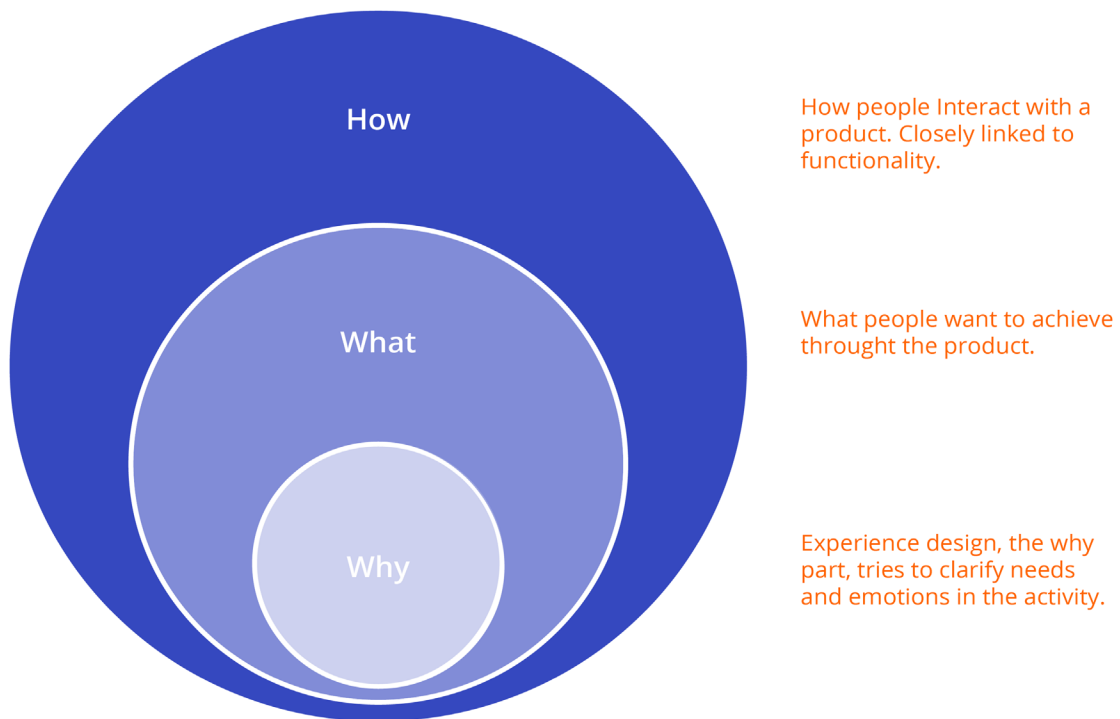


Figure 3. Model of three levels when designing experiences.
Adapted from Hassenzahl, 2016.

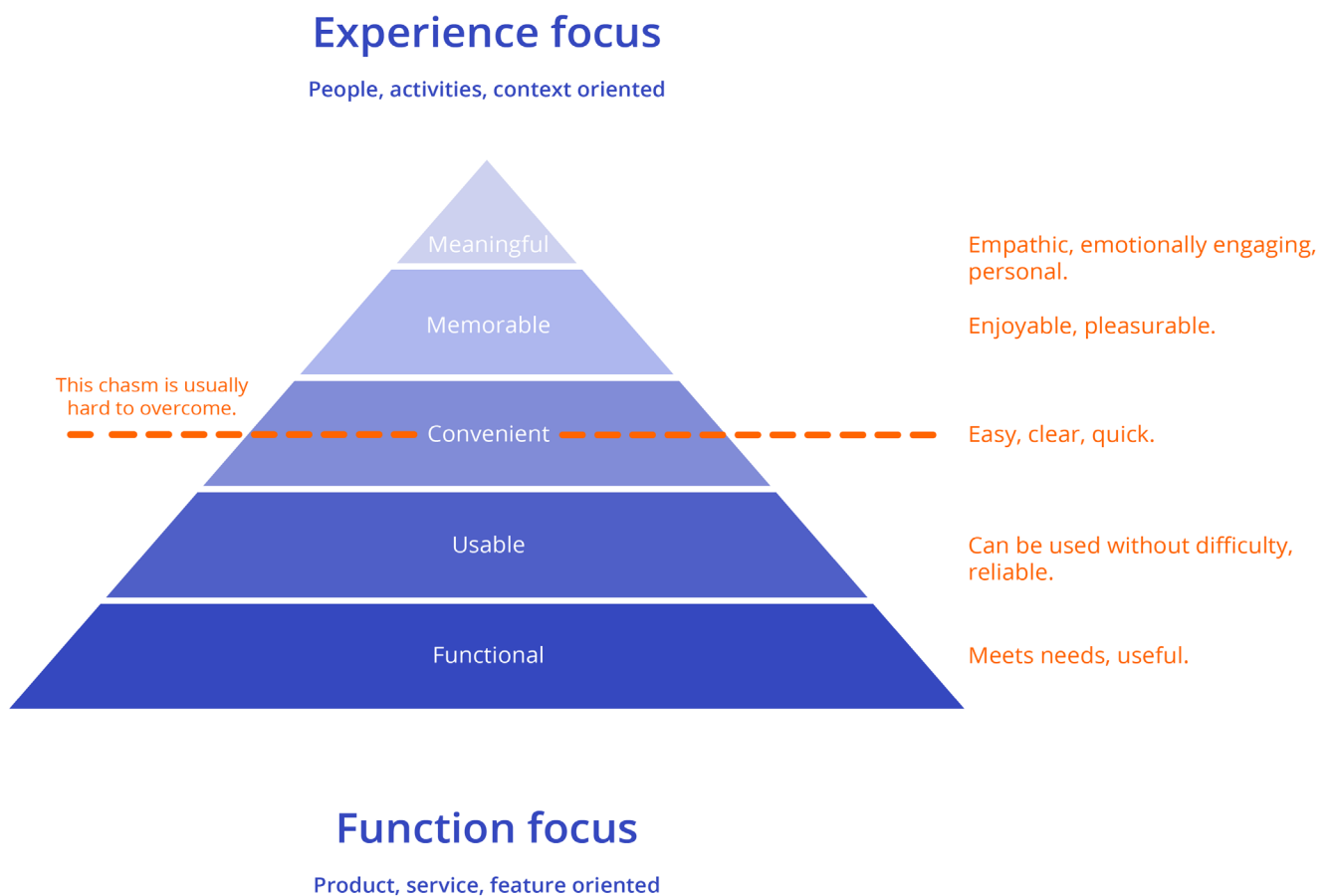
3.4. Holistic experience design to create meaningful interactions

Experience is the next step of product and service creation. Understanding experiences is important when designing memorable and personal services to customers. It can be defined as an outcome of activities and interactions. During this, the company and the customer create an experience. It is crucial for companies to need to understand how different interactions with the customer shape their perception. Organization which fail to understand experience creation treat customers passively, without engaging them (Gupta & Mirjana, 2000). Emotions are closely linked to action and motivation (Hassenzahl, 2010).

When talking about holistic customer experience, experience itself is not only limited to for example purchasing a product in a store. It also includes matters and channels which happen after a longer period overtime, for example customers doing prior search before purchase, consumption and after sales (Neslin et. al. 2006). Instead of concentrating on customer experience as merely individual touchpoints, customer experience should be seen as a bigger picture. Once the pain points have been found, redesigning of experiences can start (Rawson et. al. 2013).

Meyer (2007) state that customer experience covers every area from company's offering, but still many fail to oversee the bigger picture or have different opinions what that means. Dhebar (2012) also adds that a holistic experience consists of experiences in all different touchpoints. Treacy (1993) defines value not only something which is a combination of quality and price, but it expands to other areas as well, like convenience of purchase and after-sale service. Redefining the value to customer in that specific market and building a business system that can deliver more of that value, results in raising customer's expectations out of the competitors reach. This takes time and resources but helps to build customer loyalty by concentrating on the customer's lifetime value, not only on the value of one single transaction.

It is a business strategy where company is not only selling products and services, but also concentrate on providing information, service and emphasize the customer's specific needs. Organizations must constantly manage and develop their customer's experience to ensure and improve customer loyalty (Zomerdijk & Voss 2010).



*Figure 4. Pyramid model
portraying different steps of use
& focus products and services
have. Modified after Nielsen
Norman Group, 2017.*

The need of creating value in form of experiences has become increasingly important in recent years. Factors which affect the experience are everywhere. In products and services, sales, physical settings and employees. Each of these interact with the customer and form a part of the experience. These experiences can be grouped in to two categories: actual functions and emotions, for example is the product functional and what was the tone of voice in customer service. These experiences are linked to emotions, which finally determine the

decisions customers make. Value is not based on functionality versus price. It also consists of the emotional experiences the customers have. Offering products and services is not enough; organizations must provide experiences (Berry, Carbone & Haeckel 2002).

3.5. Customer journeys in the core of channel development

Service experience is created through all interactions between a customer and a company. This experience is a result of the customer journey. Mapping this journey gives information about all the service encounters the customer has and reveals all the factors for holistic experience. This analysis provides possibilities for possible improvements in the service. (Patrício, Fisk, Cunha & Constantine, 2011).

Service development and service delivery are designed around the users and their experiences. This means identifying customer journeys to create logical, enjoyable and memorable experiences (Miettinen, 2017). Journeys are sequences of events customers go through to find information, purchase or interact with products and services. Journeys are generally understood as processes which the customers undergo to achieve a specific and desired result. To be customer centric, these sequences and journeys have to be understood. When designed right, these journeys can provide value to customer, profitability to the company by increased customer satisfaction and differentiate the company from the competitors. Managing the customer journeys also helps to innovate, allocate, and align the value proposition. (Følstad, Kvale, Halvorsrud, 2013).

The customer journeys support the management and design of customer experience. Journeys are usually presented as a means to understand, gain insight and information about customer experience. Journey means processes, paths and sequences which the customer access and use a service or a product and highlights the customer centric approach. (Følstad, 2018). The benefit of customer journey mapping is also argued by Halvorsrud, Haugstveit, & Følstad (2014) when the organizations want to make customer centric service offerings. There is also value in presenting the whole journey, and not only small parts of it. In the customer journey,

experience can be seen as a whole entity (Goldstein et. al. 2002). Customers today usually switch between channels depending on purchase phase needs and motives. Analysis these paths give information about different kind of behavior, needs and preferences. When most ideal and dominant customer paths are determined, we can use this information to enhance and develop the different channels involved and the experience as a whole. Customer journey mapping can be done by observation, customer tracking or surveys. Researching most common customer journeys help define the types of channels which need to be connected and give direction for channel integration. Customer journeys can also be linked to customer segments based on specific needs and expectations. The combination of customer journeys and customer segments identifies the channel usage and service preferences for each customer type (Binder 2012).

3.6. Journey mapping and visualization as a tool to enhance customer experience

Customer mapping usually requires top-down point of view where the big picture is analyzed, objective evaluation and data-driven analysis. Mapping can be done by identifying key journeys and experiences in them (Rawson et. al 2013). Følstad (2018) also adds that customer mapping can be used to analyze the existing processes with qualitative and quantitative data collected from different sources, and typically it is presented in a visual way. Data collecting is usually done by interviews, observations and internally with collaborative methods.

Visualizations help to communicate researched user data. The nature of the data usually depicts the form of visualization. There are two main influences which affect how the research information is presented; first is the intended audience of the visualization and second is the nature and content of the data. Journeys and visualizations are not only done for the people in design teams, but also to work as a bridge to design work to enhance customer experience and product development. Mapping and visualizations do not just describe the current situation, but they also serve as a tool to interpret and understand information. They are also done to communicate research and data to different stakeholders in the organization (Segelström, 2009, Segelström & Holmlid, 2009). Customer journey map is a diagram to illustrate customer's steps they go through in engaging with a company. The more touchpoints the journey has, the more

complicated, but also more necessary journey mapping becomes. On that journey we can start to build the experience framework (Richardson, 2010).

Sleeswijk Visser (2009) states that visualizations communicate experience information to not only designers, but also to engineers, marketers and managers. The benefits of the visualizations are enhanced empathy, providing inspiration and supporting engagement. These help to create deeper understanding, produce ideas and to commit to the information. Blomkvist (2014) also adds that mappings and visualizations document the general experience of the service and shows how different touchpoints work together.

Halvorsrud, Haugstveit, & Følstad (2014) also note that developing journey maps and visual language can also be used as tools for conceptualizing, redesigning and communicating new ideas within the organization and across its departments. This supports and represents customer journeys which help to facilitate cross-departmental communication and help to collaborate between organizational stakeholders. They propose that key elements for journey mapping are touchpoints and actions, which are modelled in to a sequence to achieve a specific goal. Visualizations offer a comprehensive and valuable overview of what the customer went through, help to see the start to end customer journey and provides understanding associated with experiences. The objective of journey mapping is to understand the whole journey of the user in digital and non-digital touchpoints to identify and design a seamless and intuitive experience (Miettinen et. al. 2017). With detailed customer journeys we see the negative and positive impacts on the emotional state. This can be used by stakeholders across many levels of organization to understand and interpret. Journey maps break down customer experience into individual interactions, to provide information to recognizing the needs and emotions and critical pain points where the focus, design and development should be done. This information can then be used for improving the service and product experience (Flom, 2010).

3.7. Strategic benefits and customer experience in the center of business development

In the past, many companies did not know who their customers are. They might have had an idea and a vague picture of them but did not know their specific needs. Today more and more companies realize the advantage what knowing and involving you customers to the development work of products and services can bring. Disruptive innovation and new way of thinking inside a company has always been seen as a challenge. Omnichannel thinking and is not a guarantee for success, but it will provide the necessary tools to make physical and digital channel to complement each other and improve customer experience and realize new business potential, as opposed to many channels with different information which can create inefficiency (Rigby, 2011).

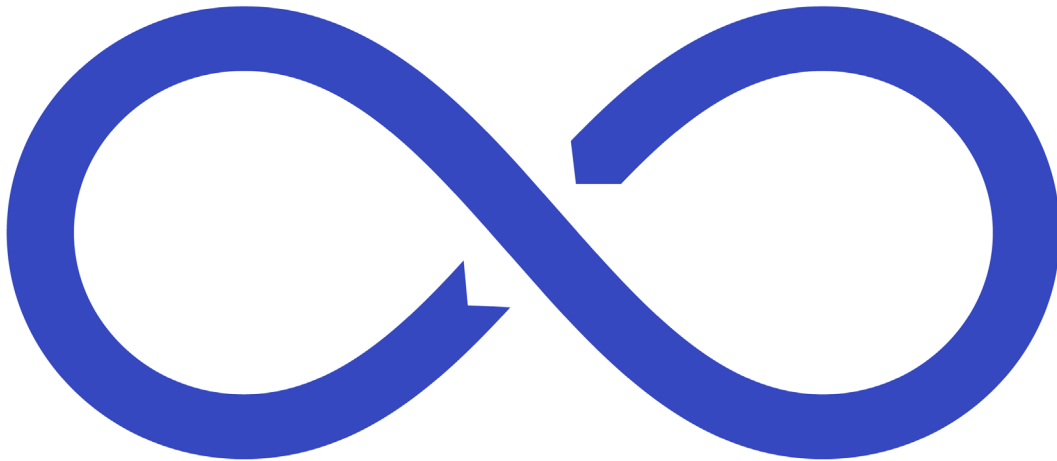
Comprehensive strategy managing customer experience requires understanding of the customer journey. From expectations to the assessments they make after the interactions in each touchpoint along the customer journey. With that knowledge, companies can meet and even exceed customer's emotions and expectations. This meaning and value create preferences for a particular experience, which leads to choosing one product or service over another (Berry, Carbone & Haeckel 2002). Følstad (2018) state that customer journey perspective not only help to understand the customer experience, but also help to design for experiences.

All the touchpoints employed in evaluating and processing information about available products and services.

All the touchpoints employed in selecting and purchasing the desired products and services.

**Need &
research**

**Select &
purchase**



**Maintain &
recommend**

**Receice
& use**

All the touchpoints employed to build and extend the relationship, where the customer is not seeking the product or service.

All the touchpoints employed after sales and during/after usage to enhance the experience.

*Figure 5. The touchpoint model
how different customer contact
phases create a bigger picture
of customer journey, creating
customer loyalty. Modified after
Ross, 2015.*

To meet today's customer's behaviors and expectations, needs need to be acknowledged and the company has to have an ability to deliver solutions which meet these needs. Rawson et. al. (2013) also found that researching and consulting customer journeys yield significant rewards in customer satisfaction, reduced churn, increased revenue, and also increase employee satisfaction. Goldstein et. al. (2002) mention that to satisfy the customers service needs and expectations, value delivery must be ensured in every service encounter. This is not only useful to be recognized in operational level, but also necessary to be acknowledged in the strategic level of planning.

Norton & Pine (2013) point out that many products and services are becoming commodities. To avoid this, companies must offer experiences and memorable events to engage the customers to make the products and services feel more personal. To succeed in this ultimately comes down to creating and enhancing the experience for the customers. To incorporate customer value proposition to the organization means improving the emotional experience with the same way companies improve their product and service functionality. That begins in researching customer experiences to gain deeper understanding what customer really feel. Interacting with a company always results in an experience — good, bad or indifferent. Combining functionality with emotion create bonds and loyalty with companies and customers in holistic nature, which is difficult to break. (Berry, Carbone & Haeckel 2002).

It is critical for every business to understand their customers. Design tools can be used to create insight to analyze needs and create value. In the user's perspective This will result in more meaningful, innovative services and customer loyalty. For the company this also means cost savings, additional revenue and growth (Miettinen et. al. 2017).



Figure 6. Process how products and services can be differentiated and have additional value for customers. Adapted from Pine, 2011.

Mapping the common
multi-touchpoint customer journeys

Customer Journey	Customer Journey
	Journey description
	Activity

Managing / changing customer i	
Customer wants to check or change information	
Awareness of OmaElisa	Creating userna

Touchpoints	Elisa.fi		
	Store		
	Webshop		
	OmaElisa		
	OmaElisa Mobile		
	Customer service call		
	Customer service chat		
	Customer service message		
	Chatbot		
	Ohituskaisa		
	Palsta		
	Facebook		
	Twitter		
	Other		

4. Mapping the common multi-touchpoint customer journeys

The first part of the research consisted on mapping the most common customer paths to provide an understanding on activities customers usually have and channels where those activities can be done. Large companies such as Elisa have many different customer journeys ranging for example from mobile subscriptions and device sales to different entertainment services, covering many business areas. The common customer journey mapping was done to get an understanding what are the usual journeys, activities and touchpoints of Elisa customers.

4.1 Aim

To better understand which are the most common journeys, customer flow data was analyzed, interviews were done in Elisa with different stakeholders, customer feedbacks were gone through and customer support phone calls were listened. From this, an understanding of the common customer journeys was developed. Customer journeys were selected with emphasis on OmaElisa, which can be seen as a home of customer interaction. Quantitative customer data was analyzed to get a perception how people move around OmaElisa and what channels they use before and after. Expert interviews concentrated on the current situation and the desired direction of omnichannel, customer experience and channel development were discussed. To understand how people move in Elisa's channels in different activities around those specific journeys, a visualization about the selected customer journeys, activities and touchpoints was done. This resulted in three different most common journey visualizations.

4.2. Analyzing data

With internal big data tools it was possible to see where the customers are coming from before entering and logging in to OmaElisa, and where they go after that. Analyzing time frame was the last two months. The data is directive and not completely numerically accurate due to some analytical restrictions but gave an idea of the relations and what kind of general contact points the customers have before and after OmaElisa. This data helps to begin to understand how people move around channels and in the graph rough relations of customer flow can be seen.

When analyzing these flows, besides direct entrance, most of the traffic was coming from Elisa's own first page or google. Google can be explained by the good coverage of search engine optimization. After these, most common flows come from customer service sites and webshop. When analyzing the outgoing flow, the two biggest channels are customer service and webshop. This is partly because some additional customer service information material is cross linked in the customer service site, and also the personal webshop offers displayed to the customer in OmaElisa is linked again to the webshop pages. Elisa's front page in the graphic can be explained by logging off from OmaElisa, which automatically lead to the Elisa front page after doing so.

With customer flow data, open feedback from OmaElisa customer effort score (CES) survey was also analyzed from previous 3 months. CES surveys measure how easy and effortless the interaction was and how much effort it takes to have their problem resolved. Survey also had a possibility for the customers to leave open feedback, which can reveal the pain points they might have encountered and reveal areas where there is a need for improvement. This survey included more than 10 000 individual feedbacks. Analyzing was focused on open feedback from people who gave the lowest scores in the survey, in other words, on feedback from people who had the most unsatisfactory experience. After going through the lower score feedback, cluster were made from top reasons with affinity diagram method. Reasons included problems with general use, login & navigation, where to find or see the previous interactions with customer support, uncertainty about services and products and different issues regarding billing.

4.3. Gathering understanding

When defining and mapping the customer journeys, expert interviews were also done. These interviews gave insight from the key people who are experts in their own field in Elisa, ranging from director of service encounters to development manager. Grasping the current situation was crucial and building on top of that information was the starting point of my research.

Customers are usually devoted and loyal to the channel they use. Channel preferences depend a lot on personal perceptions and attitudes, and what is the case customers want to manage. Currently, OmaElisa is a fall back channel to most OmaElisa users. Increasing the number of customers using OmaElisa to manage their cases not only help the customer, but also reduces the strain in customer service, which relates directly to resources needed. Encouraging and exposing people to the idea of using online self-services, and having positive experiences strengthen the notion that OmaElisa could also be a possible channel to the customer to manage customer's cases.

This means that when the customer contacts supporting channels, like chat, message and calling customer service, the feeling should not be that the customer feel the transition friction and they have to start the process over again. This will result in customer losing trust and belief that different channels work fluidly together and support each other which leads to a disconnected, unattached feeling of OmaElisa in the customers. Providing positive emotions and feelings of success in the touchpoints translates to using the service also in the future. OmaElisa would like to be seen as a more personal place for the customers, key elements to achieve that is the feeling that customer feels that they are being taken care of.

To get the customer point of view also for this part of the research, customer service phone calls were listened and chat was monitored with customer service professionals who are working on that area. The problems with people who contacted these customer support channels ranged from updating a subscription for different circumstances, verifying and revising what kind of services they have, and contacting about of various troubleshooting cases.

With combined information from customer flows, expert interviews and customer feedback & contacts, three different common customer journeys were chosen for mapping. These different examples were selected for varying reasons and drivers. First selected customer journey was managing and updating customer information. Second one is updating and changing mobile subscription, which is the core business of Elisa. Also, when analyzing the online traffic of digital channels, where people come from, and where people go from OmaElisa, two of the most significant channels were customer service and webshop, when excluding direct entrance, Google and Elisa's own front page. Third journey is understanding and managing an invoice. This was one of the top reasons people interact with OmaElisa, but also a big cluster on the low CES feedback and one people have most problems with and contact customer support.

4.4 Defining the journeys

After the focus for common customer journeys was selected, the mapping of all considerable channels and touchpoints for specific journeys started and the data was compiled in an excel sheet. Excel was chosen as a tool for ease of data management. Also, updating and editing, which happens in the mapping phase a lot, was fairly easy in excel. Different sheet for every three customer journeys were made, and they all contained touchpoints and activities of each specific journey. To start mapping the journeys, I first did preliminary research by going through all the possible touchpoints myself, using test OmaElisa test account, webshop testing environment, and simulated buying procedure. In addition to the excel sheets, I documented all the touchpoints as screenshots or pictograms to use as a reference both to myself and to bring to the stakeholder meetings, where the preliminary excel sheets were used as tools and were analyzed together with different stakeholders in Elisa. These sessions were crucial to get the inside knowledge and validation from people who have been working around these customer journeys and have valuable information which cannot be found elsewhere. In these sessions, the activities were inspected together with the possible touchpoints, and updates were made according to the feedback. The Final sheets contain information about the name of the customer journey, description of the journey, possible activities in that specific journey and touchpoints where these activities can be done.

4.5 Visualizing multi-touchpoint environment

After the journeys were finalized, in addition to the excel sheets, I visualized the selected customer journeys as customer lifecycles. Linear ways of portraying customer journeys always imply that after the last activity, the journey and the interaction with the company ends, though this is not the case. Customer journey is ongoing and continuous, which does not have an end. I designed the information gathered from the excel sheets to customer journey wheels, where the emphasis is on the continuous customer lifecycle. These visualizations represent the activities and touchpoints in Elisa customer environment regarding these specific customer journeys. They give an overview what kind of activities are included in each customer journey and the information can be used as a starting point when improving customer experiences. To avoid sacrificing readability for the sake of visuality, a tool was also designed to read the customer journey wheels more easily.

These three journeys also form a larger, coherent whole when combined together, portraying a cycle where first the customer checks their information, for example what services and subscriptions they have. After that, updates a subscription, and finally, gets the invoice and completes the payment. Different activities from different specific customer journeys can be combined together to form different kind of customer lifecycles. They work as a tool internally to communicate all the possible activities and touchpoints customers might have during a customer journey and widen the perspective how customer interactions can be portrayed, delivering the bigger view outside of internal processes and silos. These visualizations can be used to deepen the customer understanding and empathy.

Managing / changing customer information

Customer wants to check or change information

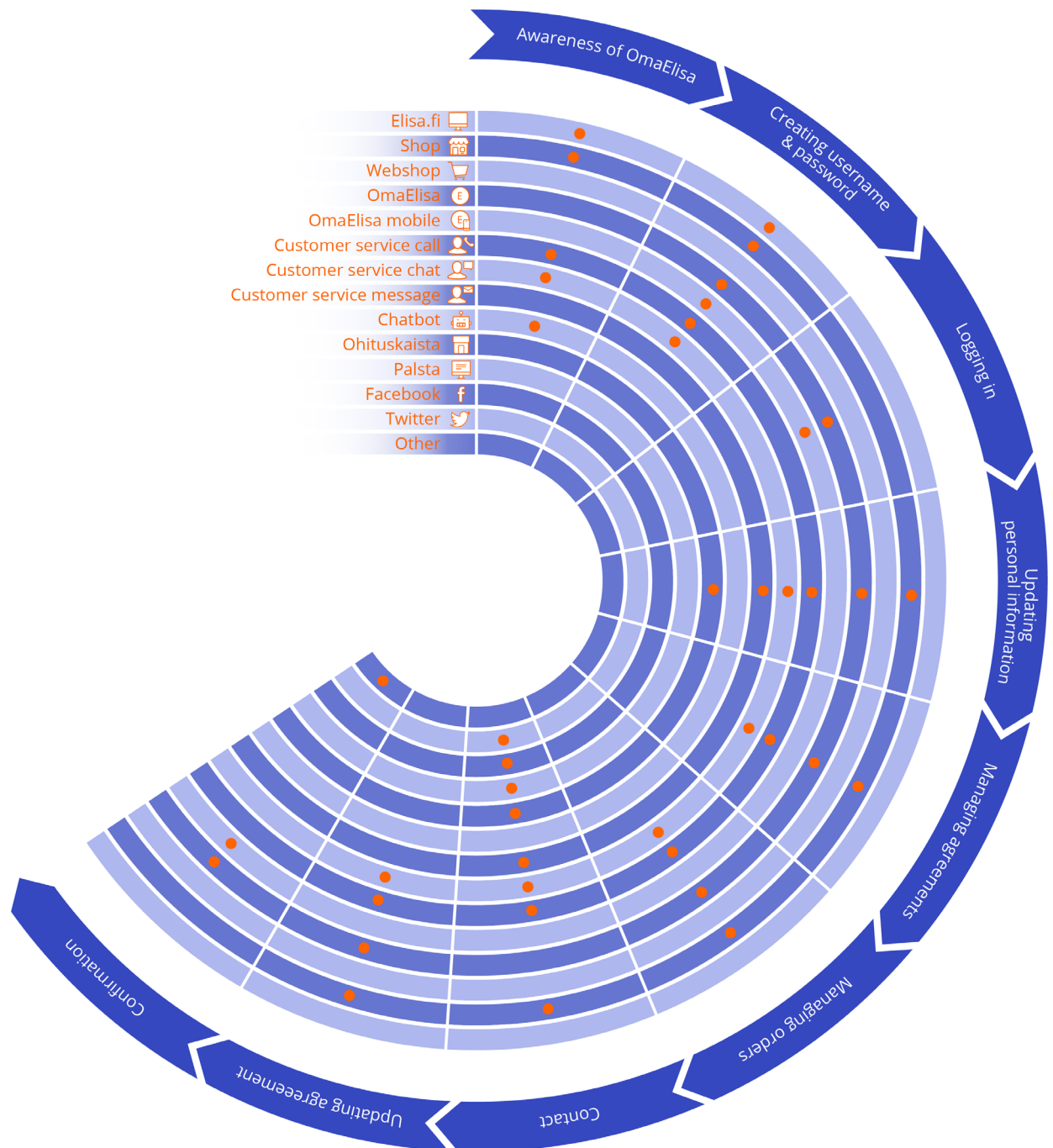


Figure 7. Customer journey wheel managing / changing customer information.

Updating / changing mobile subscription

Customer wants to update or change mobile subscription

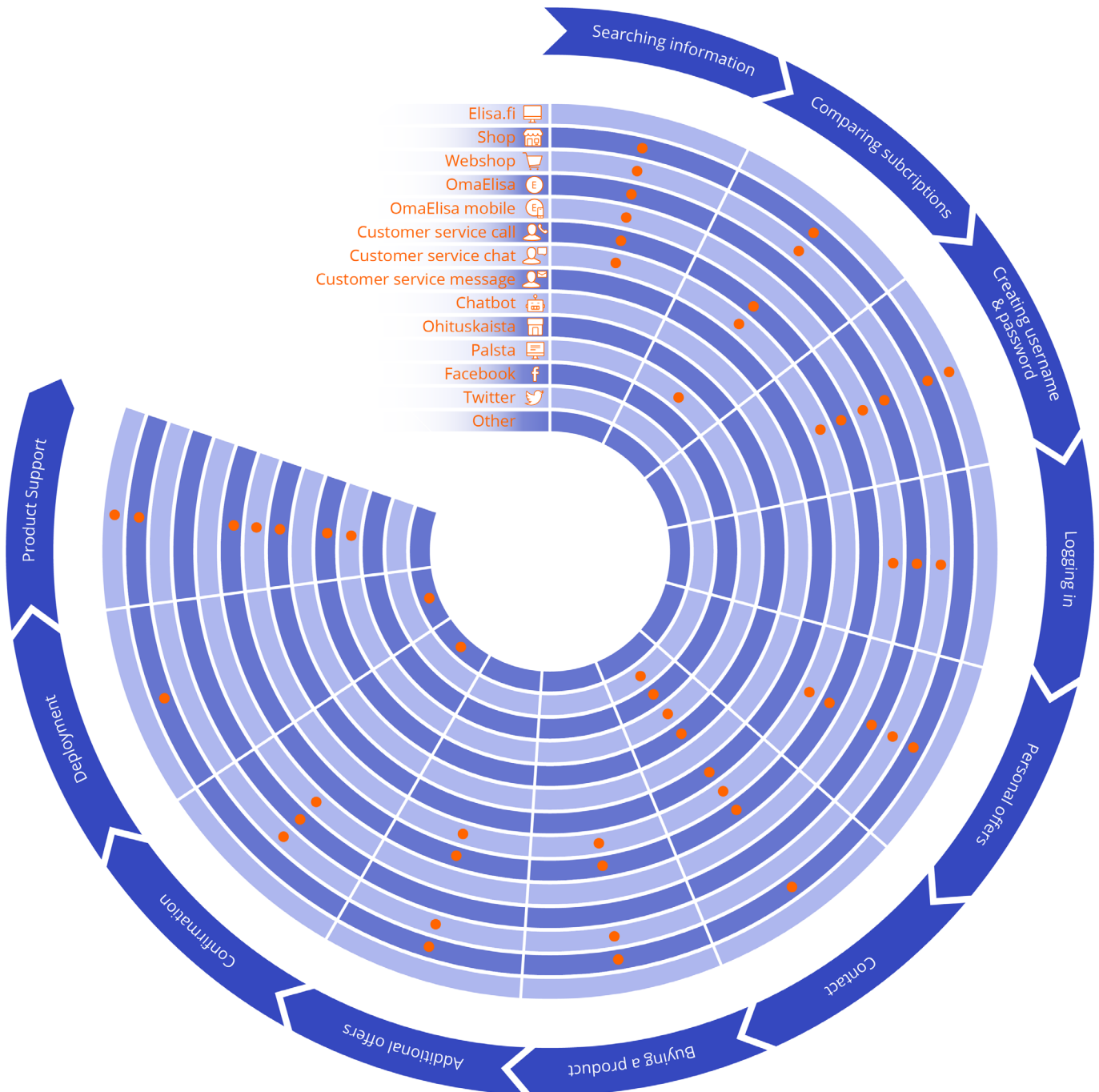


Figure 8. Customer journey wheel updating / changing mobile subscription.

Understanding / inspecting billing

Customer wants to check and understand billing

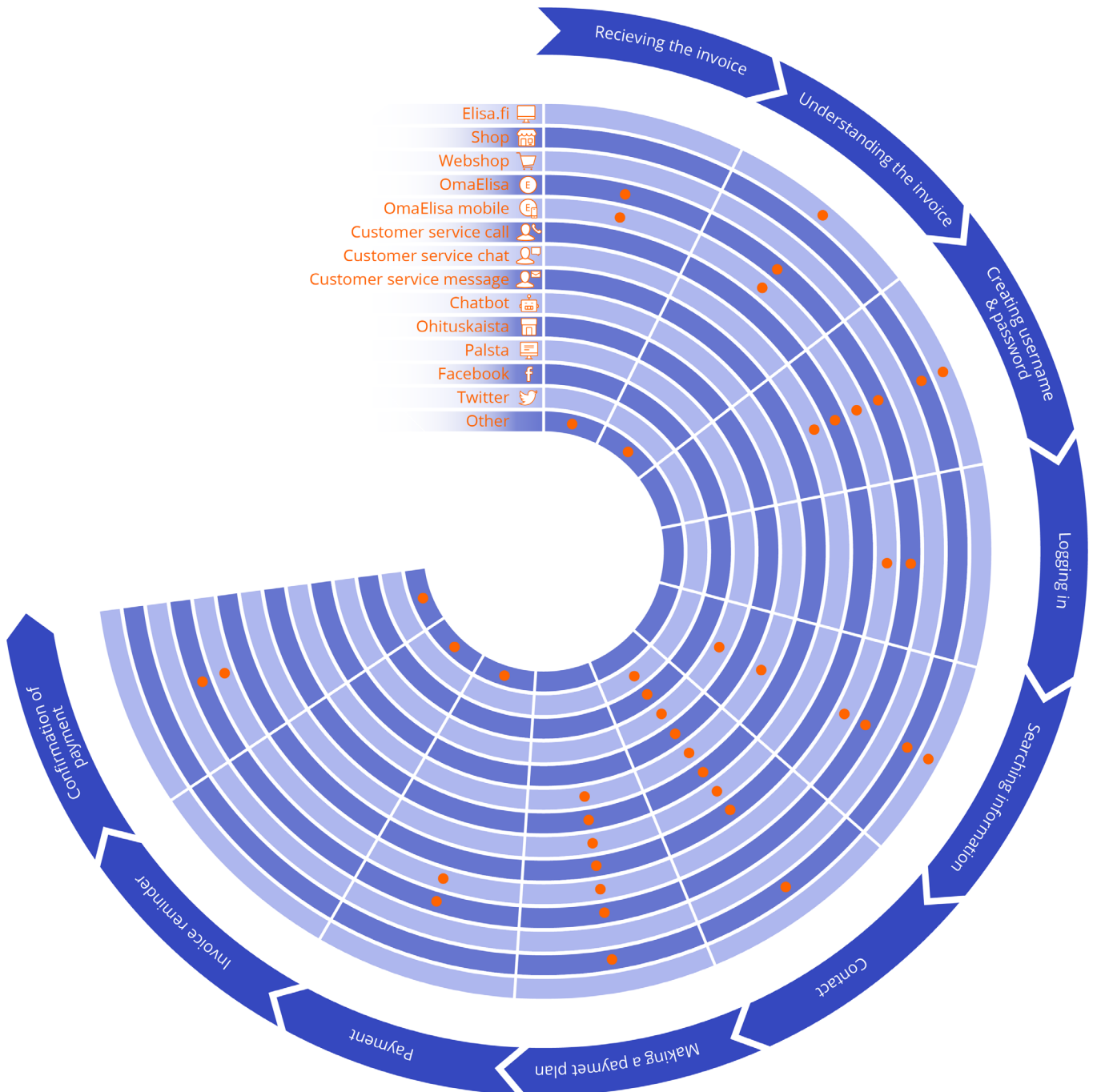
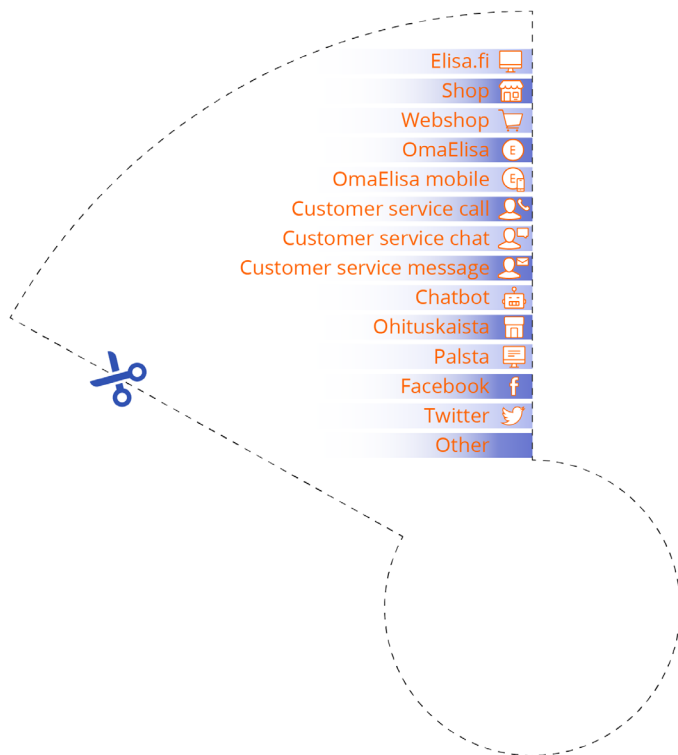


Figure 9. Customer journey wheel understanding / inspecting billing.



**Collaborative methods to research
customer omnichannel experiences**



5. Collaborative methods to research customer omnichannel experiences

For the second part of the research, I used collaborative design methods and involved Elisa's customers, to get qualitative data about customer experiences in Elisa's omnichannel environment. With the applied knowledge from the literature review, the first part from the research mapping the most common customer journeys, I started to design methods and tools which could be use to research customer experience in omnichannel environment.

Customer journey maps can be made with a varied focus to include many different areas in the interaction of a customer and a company. They can be done with business angle, where the focus is on revenue and business value. Journey maps can also be focusing on the process side, what is happening in the company during each step, where different operational dimensions can be linked to the journey contact points. Because my focus was in customer experience, to this journey mapping, different parameters were selected with the emphasis in experiences, needs & feelings during the customer journey to portray them from a human level.

Overall customer experience is highly affected by different experiences while doing specific interactions which happen in touchpoints. To design and create meaningful experiences, we have to first understand what have been the real-life scenarios how people have been interacting with Elisa.

5.1 Materials

For the sessions, I designed tools to map the customers journeys and experiences. These consist of touchpoint cards and a template to document the interactions in those touchpoints. From all possible Elisa's touchpoints that were discovered when making the most common customer journeys in the first phase of the research, touchpoint cards were created. These cards were used in the first phase of the session. In addition to these predefined touchpoint cards, I prepared blank cards which could be used while mapping customer's journeys. These empty cards were done in case the customers have used a touchpoint I might have missed, or in case they portray their journey in a different way than anticipated from the preliminary research.

The excel sheet created in the first phase was modified to a template to better suit collaborative design methods, and a satisfaction meter and fields for experiences were added. The fields were added to document what were the people's needs, attitudes and emotions when interacting in different touchpoints with Elisa. These are the main areas which shape and create the customer experience. Also, a field for experiences of channel change was added to map customer's omnichannel experience, to document channel specific information, how frictionless the interaction was and how possible data flow was managed when moving from one touchpoint to another. The sheet was kept simple to feel more approachable for people who would see it the first time and the professional terms were kept at a minimum in the material, to just concentrate on the customer's point of view. During the sessions, also semi-structured interview was made. In addition to the predefined questions, other interesting occurred topics related to customer omnichannel experience were discussed during the sessions with the participants.

5.2 Participants

To have the most out of the collaborative design part, I contacted Elisa's customers, based on their previous interactions, focusing on customers who had been interacting in multiple different channels in the past few months. Finding these people was possible by preliminary customer behavior studies and feedback questionnaires. A group of segmented people were approached

and invited to participate in the research conducted in Elisa office, Pasila. Recruitment was done by both email and phone, explaining about the study and the research. Contacted people for the study had used multiple different channels to manage their cases. This limitation was made to avoid the situation where customers have been interacting many times with Elisa's touchpoints, but maybe have been managing their cases just in one touchpoint, for example visiting the store or calling every time. This customer segment provided the best basis for the research. These customers would be the most potential customer group to interview, because they can most likely provide the best information from their experiences in moving in the Elisa omnichannel environment. A total 11 people participated in the research and sessions were held individually for each person. The demography of these people was ranging from ages 32 to 72 and included people from all socioeconomic backgrounds.

5.3 Session procedure

Clear objectives were set for these sessions with customers. I wanted to document what have been the journeys customers have had multiple interactions with Elisa and what has been the end goal they wanted to achieve. What has been the customer experience during the journey, get insight on the needs, attitudes and emotions during interactions in touchpoints in the cases where multiple touchpoints were used to reach certain goal. From this data, analyzing would be done how the customer experience in omnichannel environment could be improved and what would be the future development direction of experience design.

Before the session, I iterated the prepared material with a colleague in a practice session, to ensure the function and timing. This simulation helped to practice the use of the material and tools. After the background arrangements were done, customers who have promised to participate on the research were approached and invited to Elisa premises, in Pasila.

Session was started by asking what have been the cases they had been managing with Elisa in the recent past to find out what have been the customer's goals they have wanted to achieve and activities they had to achieve the desired outcome. These cases were written to

the whiteboard. After their cases have been defined, we started to map together with the customer what had been the activities in the cases, and what were the touchpoints where the customer managed these activities. Interactions were gone through in timeline method with using white board, markers & touchpoint cards. This way we could map the whole journeys to the whiteboard. This provided a big picture of the customer's journeys, what cases they wanted to manage, what were their goals and what touchpoints they used to achieve these goals. The timeline also worked as a visual cue during the whole session and enabled deeper immersion to the customer's journeys. Using the cards and constructing the journey together with the participant also formed a bond during the first phases of the interview, to make them feel more relaxed and to get rid of any researcher - study subject opposition. After the timeline method part of the session, together with the customer the complete journeys were mapped; what cases people wanted to manage, activities and touchpoints where those activities happened. Next, I proceeded to the interview part of the customer research.

I started the interview first by asking broader questions, and gradually diving deeper into the cases, with specific, more complex issues relating to their journeys. Besides making notes, the interviews were also recorded with interviewees permission for later analysis. This was done to prevent missing valuable information while concentrating to taking notes and asking the interviewee the questions, and also to have the focus on mutual interaction and conversation. Also, observation was done on the person's body language, gestures and the tone of voice. In the interview I wanted to find out what have been the needs, attitudes and emotions during interactions in touchpoints. How did the possible channel changing feel, was it frictionless and effortless, did data travel through touchpoints and what have been memorable experiences when interacting with Elisa.

With using the template, I went through the activities to document customer's needs, attitudes and emotions in every touchpoint. The customer journey and experience were documented to the template with the activities. The excel sheet was filled in by me, but the customers could always see what notes I was writing, and we were sitting side by side. This provided the interviewees a change to concentrate on recalling their experiences, but also to provide them a feel that they are a part of the documenting. I was not testing how great they are in managing their cases in Elisa's channels, I was researching what have been their experiences. At the end of

each session the customer journey was summarized. This was done to deliver closure, and not to just end the research to the last step of the session. The interviewees were asked to if they have question, or if they would like to add any personal thoughts.

5.4 Results

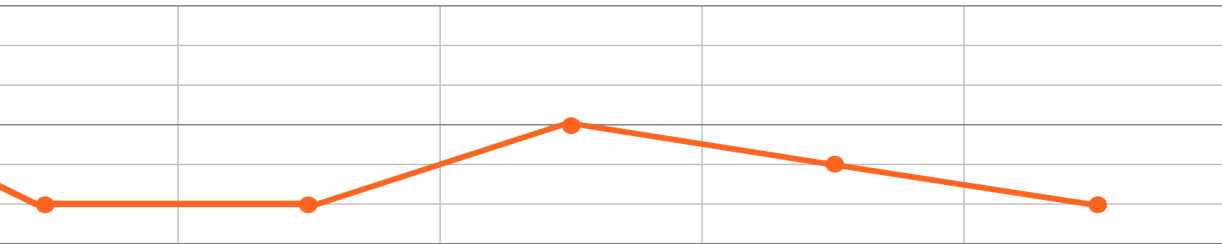
A total of 11 sessions were held. These resulted in 11 different omnichannel customer journeys, which gave an in-depth view of Elisa's customer's omnichannel experiences, interactions and insight moving in multiple touchpoints. After the sessions, journeys were digitized. This was done using the pictures taken of the whiteboard where the journeys were drawn using the touchpoint cards, templates filled during the interviews, interview notes and the recordings done during the session. A part of the journey documentation regarding feelings and emotions have been left out, which contained personal information and could be used to identify specific customers.

It was also valuable to notice that the three common customer journeys done in the first phase were also represented in the second phase of the research in the omnichannel customer journeys. The prior knowledge I got from the three common customer journeys supported the work on the second phase. This collaborative research phase was the most crucial, and also most rewarding part, because with this we get detailed information about the experiences from people we are designing for.

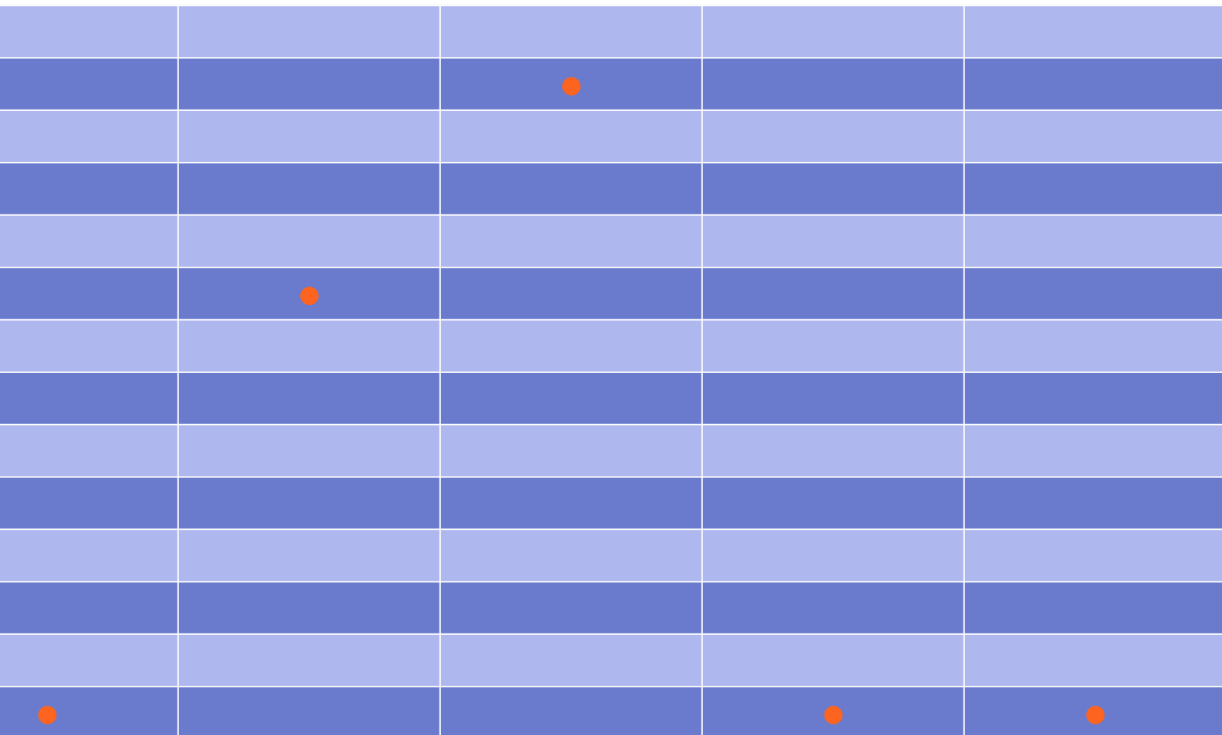
Customer number 1



Figure 10. Customer number 1.



Text message				
--------------	--	--	--	--



Customer number 2



Figure 11. Customer number 2.

Customer number 3



Figure 12. Customer number 3.

Customer number 4

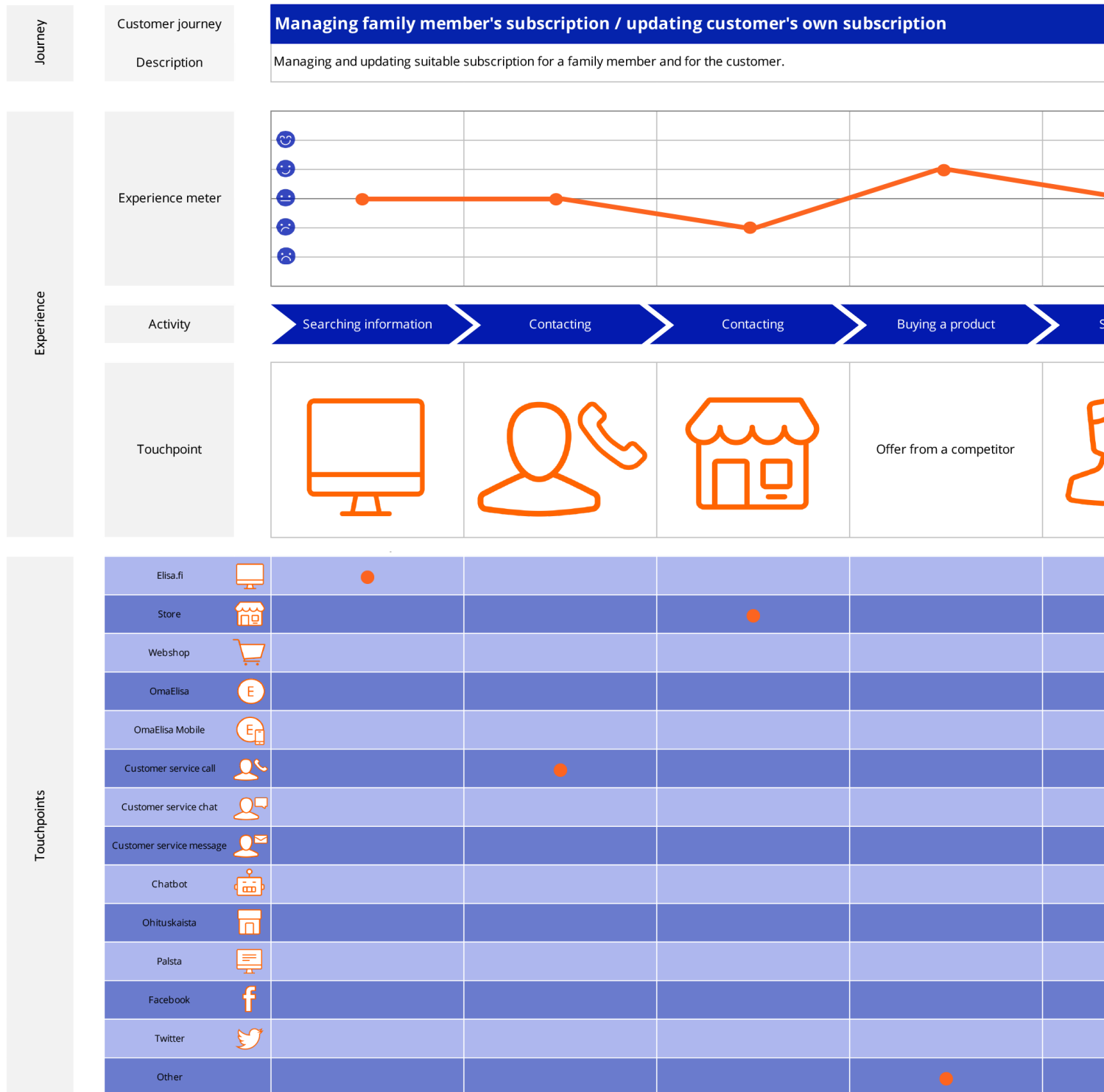
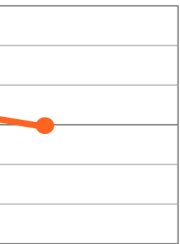
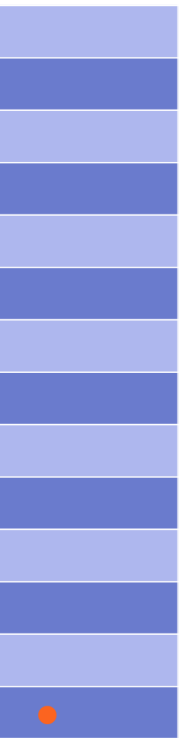


Figure 13. Customer number 4.



Sales Contact



Customer number 5



Figure 14. Customer number 5.

Customer number 6



Figure 15. Customer number 6.

Customer number 7

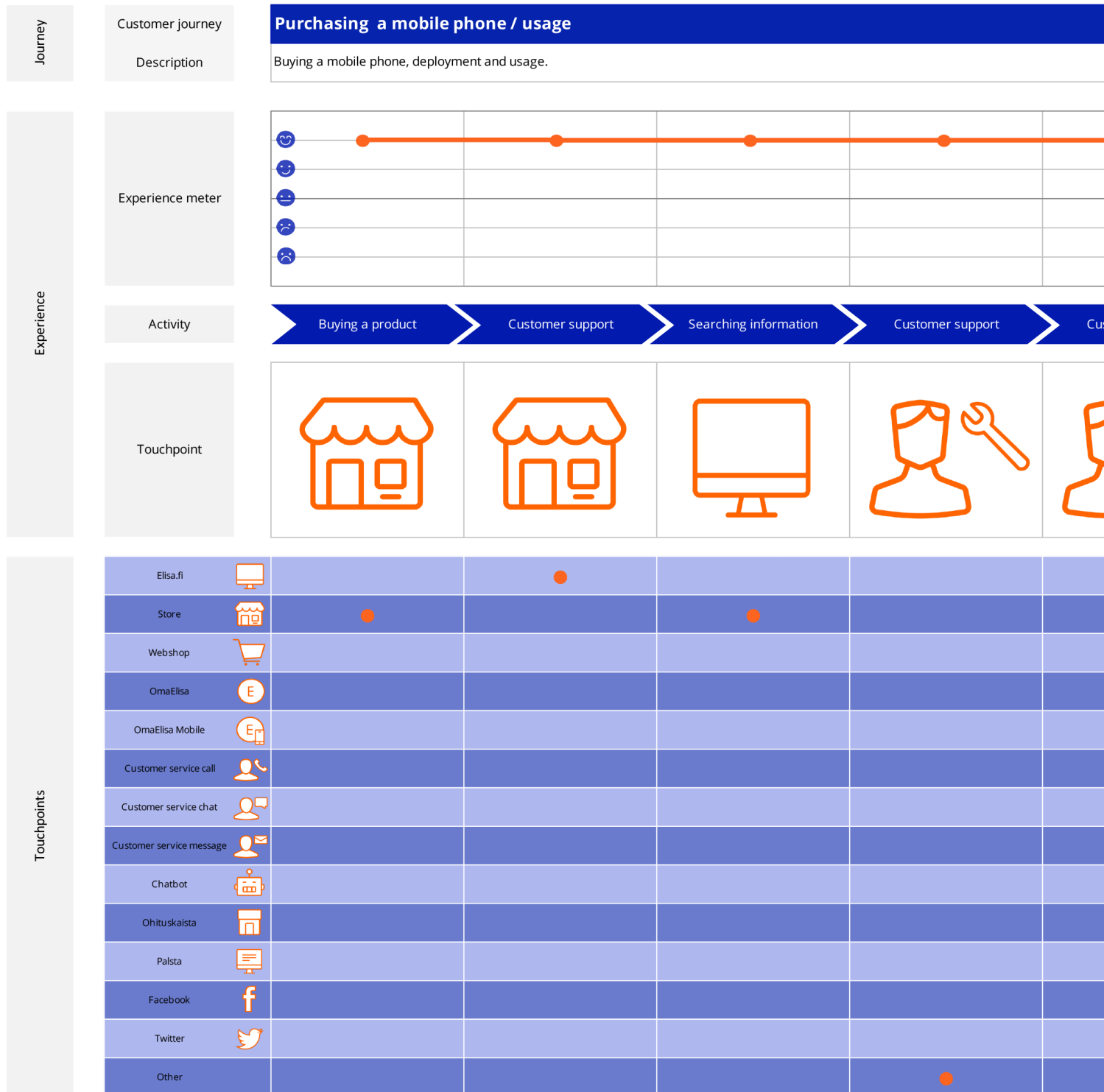


Figure 16. Customer number 7.

Customer number 8

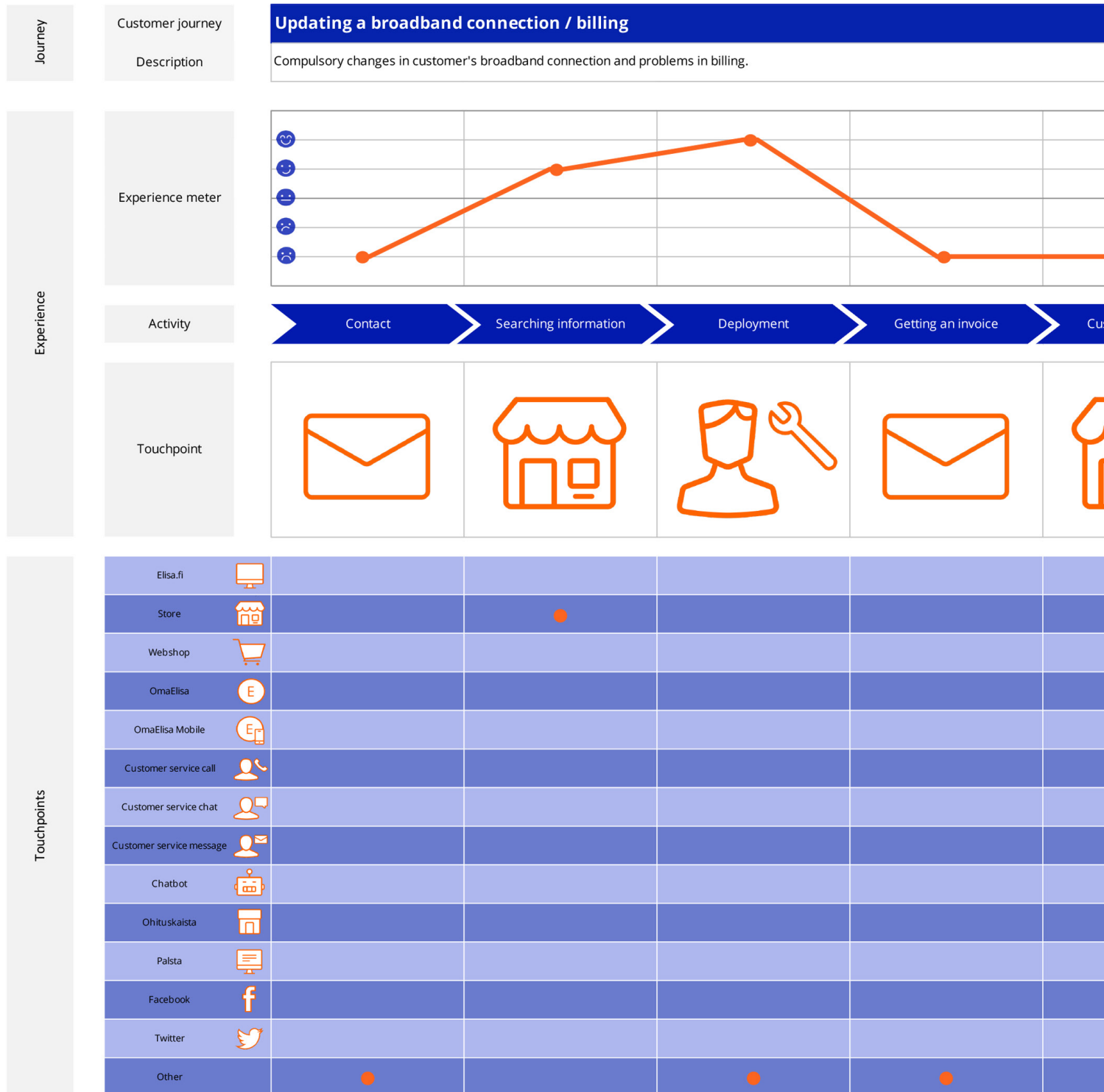
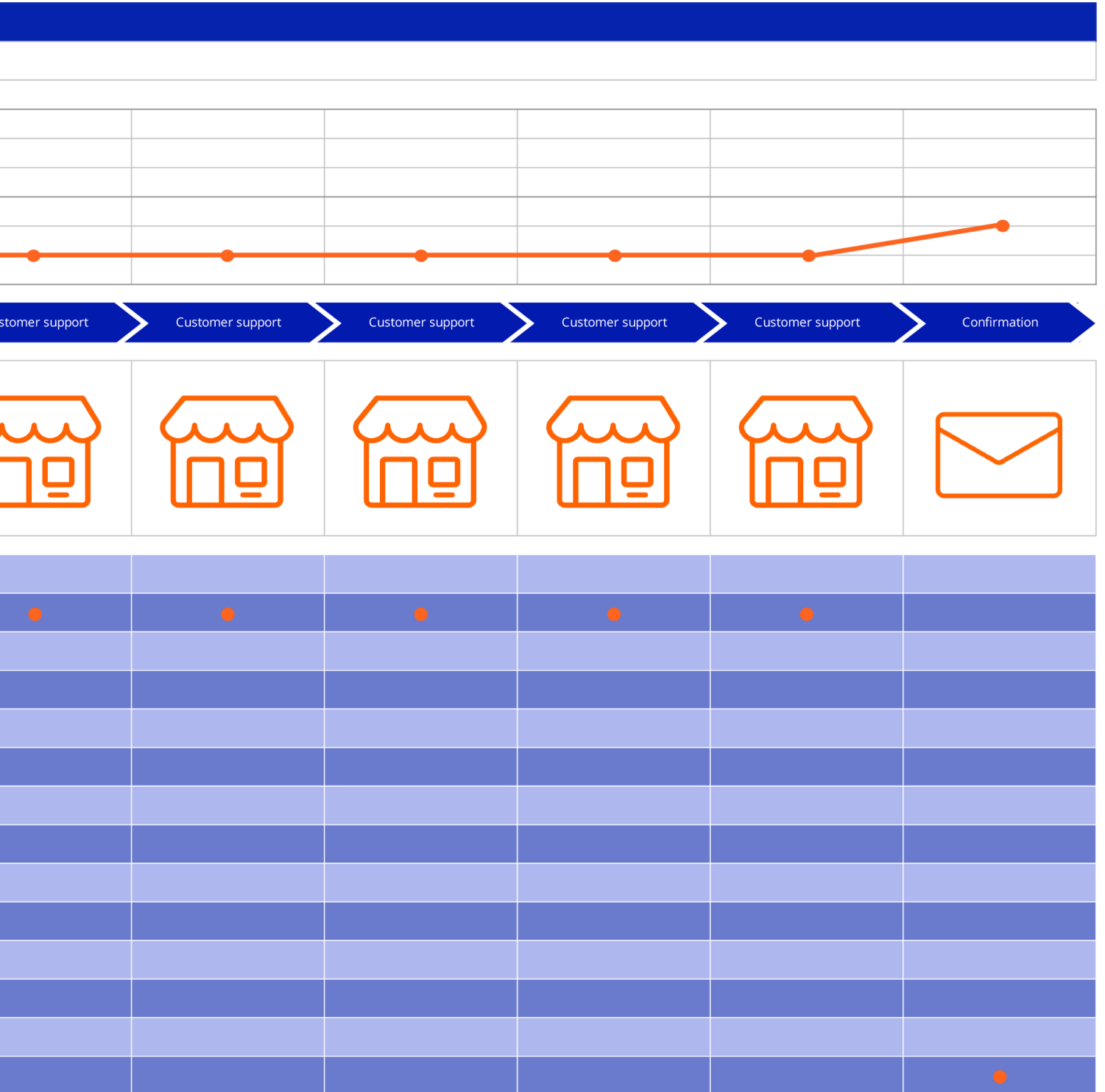


Figure 17. Customer number 8.



Customer number 9

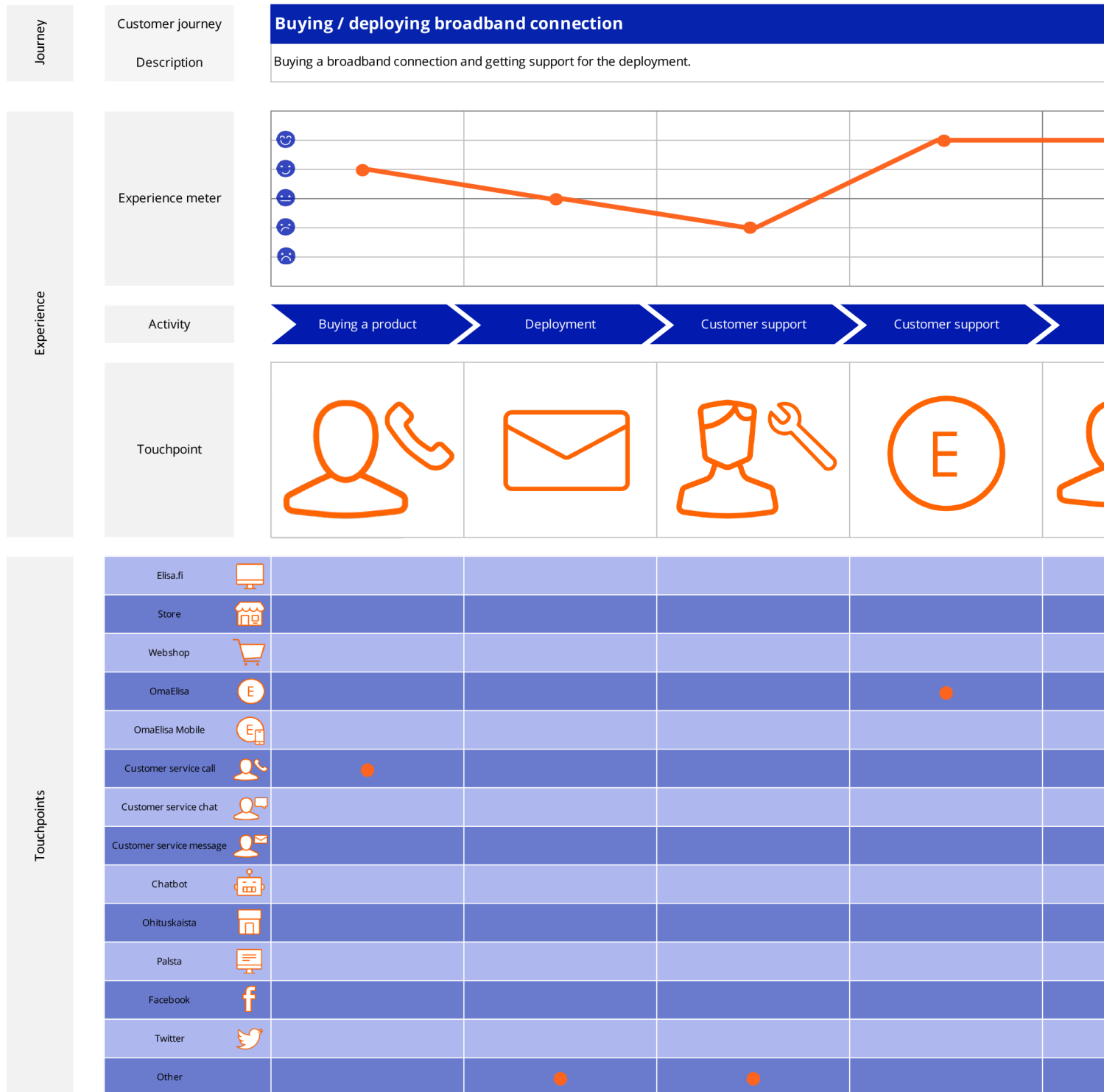
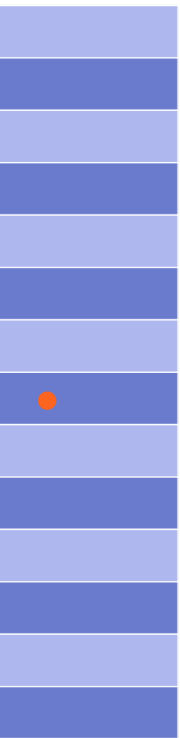


Figure 18. Customer number 9.



Customer number 10

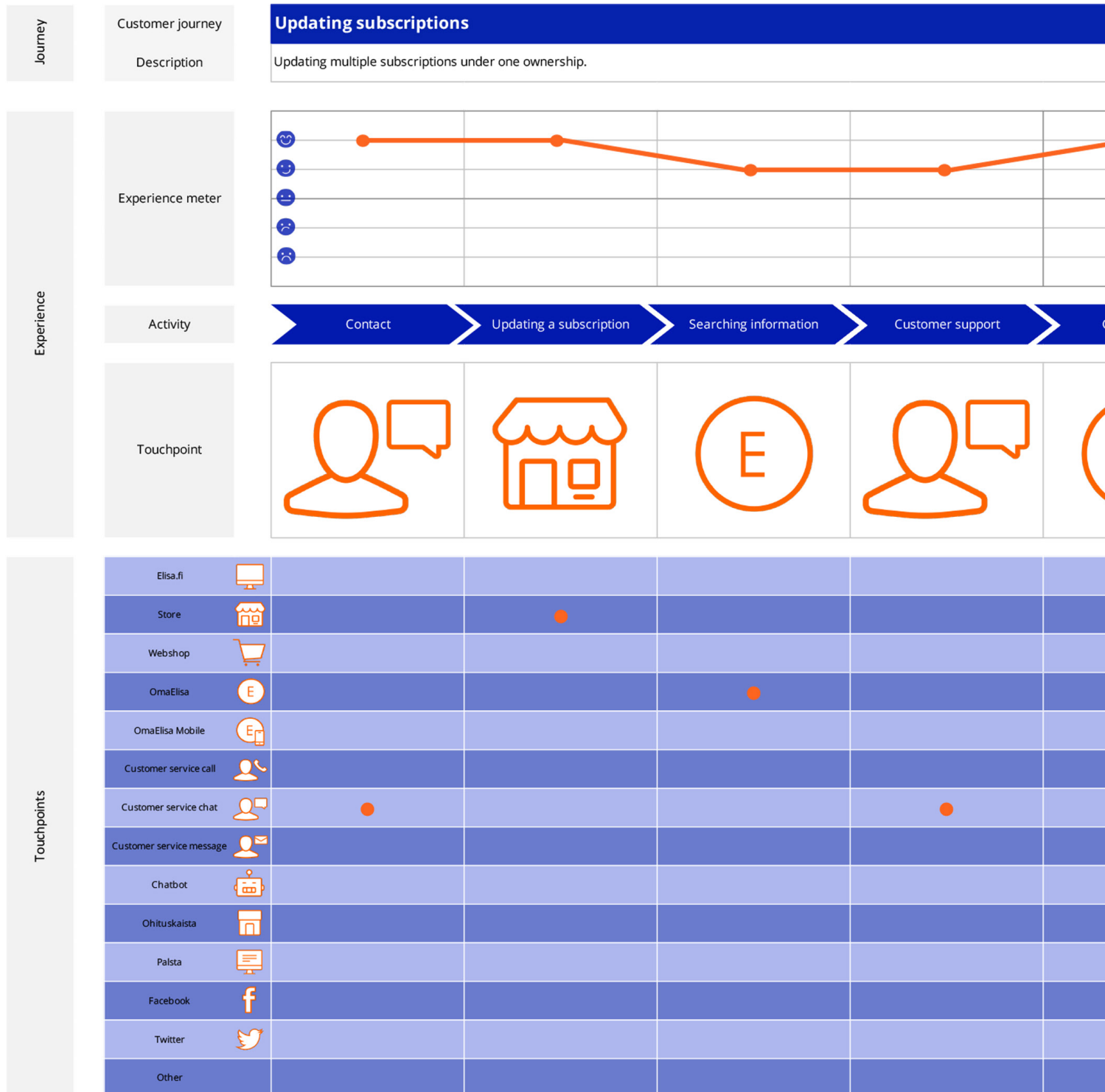
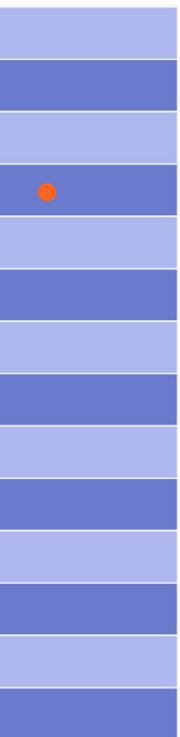


Figure 19. Customer number 10.



Confirmation



Customer number 11

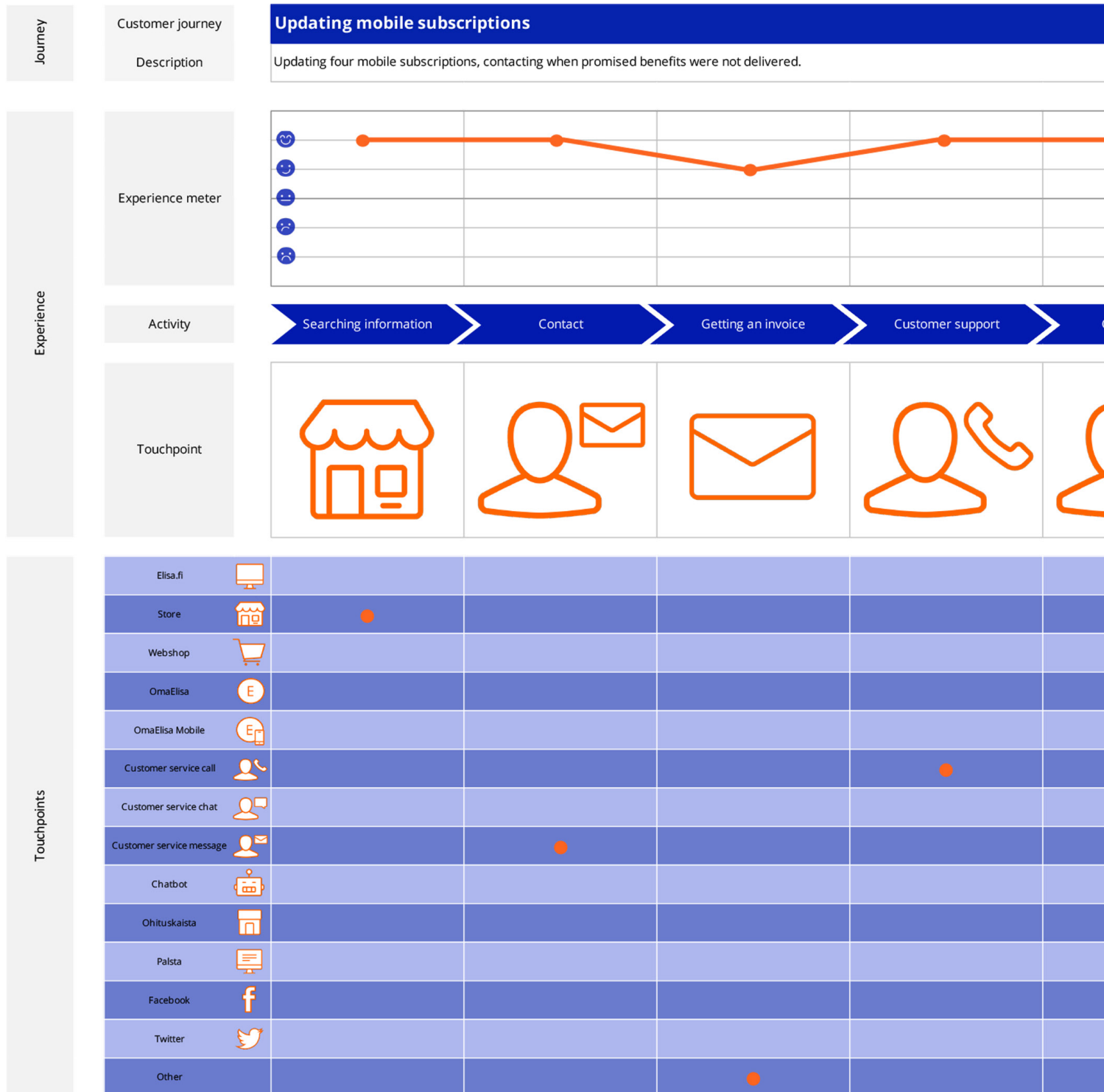
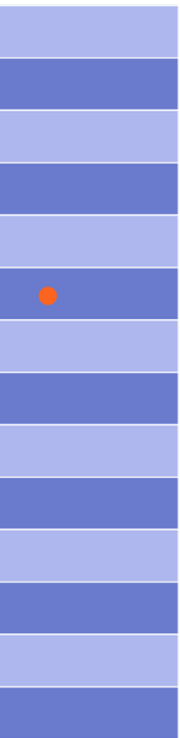


Figure 20. Customer number 11.



Confirmation



Analysis

Asiakaskokemus	<div><div>😊</div><div>😊</div><div>😊</div><div>😊</div><div>😊</div></div>		
Aktiviteetti			
Osoituspiste			

6. Analysis

The final research part provided valuable in-depth insight from customers who have had interactions in multiple different touchpoints in Elisa's omnichannel environment. In this chapter, current omnichannel experience is evaluated, challenges in that environment are analyzed and improvement areas are presented.

6.1 Current state

Analyzing the omnichannel customer journeys and interviews revealed that in general, Elisa's omnichannel experience is working in the starting phase of the customer journey with the basic customer data. The basic customer information can be found and accessed easily by customers and employees in the different channels. This means that the basic data did not have to be explained by the customers when they wanted to start managing their cases. This is mostly because of internal tools used in Elisa, where basic customer information, product ownership and past customer cases to certain limit can be described and reviewed by any other employee who is interacting with the same customer.

None of the participants in the research had endured problems in the general customer information data flow. Personal information, product data about present subscriptions, broadband connections and other products Elisa offers and the customer owns were found easily in every case. For the customer, this gave a feeling in every customer journey that Elisa as a company knows the current beginning stage of the customer, and the start of the journey was made easy with the first activity in the touchpoint.

6.2 Channel ecosystem

The variety of Elisa's channels enabled all the customers to find a suitable channel to begin their journey depending on their channel preferences and case they need to manage. Contacting multiple touchpoints to achieve their goal was not seen as a burden, when interacting in one touchpoint gives customers information and direction which lead their journey towards the goal. Customers were not that interested or affected on individual experiences in touchpoints. What shaped their overall omnichannel experience was the cumulative experiences in the customer journey. Customer number 10 made a notion that for him it is easy to almost every time start his case management in chat, to ask how he could continue the case management if he is uncertain or cannot do it by himself. He did not even expect the case to be solved in the first touchpoint. First channels work as a catalyst, which precipitate and give the direction to the customers to manage their case. When customer had the feeling that they are moving towards their goal after each touchpoint, even multiple touchpoint interactions were not considered frustrating or laborious. Customer number 4 was even so impressed by the touchpoint cards and the variety of different channels Elisa has, that he wanted to take a picture to remind him next time of all the possibilities to contact Elisa.

In the future emphasis should be on developing the channels as a whole service ecosystem, instead of individual channels. Incorporated channels provide a seamless movement and unified omnichannel experience and give customers the feeling of advancing even if the case could not be solved in the first touchpoints. Also, research should be done to understand what are the forthcoming needs of customer interaction channels and what channels Elisa should provide to better serve different customers in the future.

6.3 Individual interactions and customer lifecycle

Research revealed area for improvement in concentrating on the whole customer lifecycle. This was seen in contacts regarding sales, where the company is contacting customers based on previous purchase history, offering them similar but slightly better products to suit customer's needs. This was acceptable per se by the customers, but proved to have partial weaknesses. This contacting was only based on one individual activity or small part in the customer's journey, ignoring customer lifecycle, and interactions which has been happening between the product purchase and the sales contact. In the research, customer number 1 had a bad experience with repairing a phone he had just recently bought from Elisa. Just few days after the incident was over, he was contacted, and was given an offer for a slightly better product he owned and just got through repairing with some adversities. Contacting this customer with sales after the repairing incident gave the customer a feeling that Elisa has no idea what has happened before. After the experience he still remained as a customer, which was due to the loyalty he has generated towards the company over the years, but also noted that this incident greatly affected negatively on that loyalty.

In the customer number 1 case, sales contact was done based on just one previous activity, customer buying a phone. Ignoring the customer's whole journey can result in giving the customer a feeling that the company has no idea what is going on. He felt instead of caring about the customer, the company is only concentrating on generating profits. This has a huge risk of affecting negatively in the long-built relationship and loyalty between the company and the customer and makes customers more prone to churn. For a chance of one possible sale, in the worst-case scenario company takes a risk of losing a valuable, long term customer. This goes back to the earlier notion that customer journeys are not linear, with a start and an end, but ongoing cycle of experiences.

6.4 Consumer / corporate customer experience

In general Elisa customers are seen as either consumer or corporate customers. In the omnichannel journey research both two customers who were managing their corporate customer cases experienced it to cause unnecessary channel change and a feeling of the company seeing the customer as two different types. With customer number 3 the corporate case management could only be done by a professional customer care employee in Ohituskaista, after two sales people were not able to help her in the store. This was seen frustrating since she had been directed to another channel, had to wait a considerable amount of time to get help, and having to start explaining the situation all over again. Customer number 11 endured friction when changing a corporate product to his own control as a consumer. This process was stiff, and customer encounter was felt to take effort and time. This was due to having to terminate the subscription by a corporate customer of the company, opening it again as a consumer subscription, and also after that dealing with update issues relating to get billing directed to the right place, even though the customer was the same all the time and the person did not change.

The customer journey when managing the same case as a corporate customer takes more effort than when managing it as consumer customer case. This was noted by the two research participants who were both consumer and corporate customers. They felt that they are seen as two different entities and they have to act differently when managing cases as one or another. They were lacking consistent customer experience and could not rely to prior knowledge even though they have been managing that same case as a consumer. This gave a feeling of being lost in Elisa's processes. Corporate customer case management was seen unnecessary difficult because of different procedures and complexity which drain from Elisa's processes to the customer experience. Unifying the consumer / corporate customer experience would make the customer case managing and interactions less confusing for people who are both consumer and corporate customers.

6.5 OmaElisa as channel to get confirmation

Participants who used OmaElisa as one touchpoint on their customer journey, used it as a place to check status. Customer 2 used it as a touchpoint to know if her closed subscription was finally opened, customer 10 checked has his changes in subscription ownership and price been updated. OmaElisa was also seen as a great place to get a confirmation and contact, especially when other channels are already closed. Customer 9 noted that she uses OmaElisa to check information on products she has and also contacts via message sent in OmaElisa, when other channels are closed. Still, on urgent matters, OmaElisa does not serve at this point. Sending a message via the messaging system results usually in a quick answer, but it would still be the next day earliest. This does not serve people who need a confirmation of the current status, for example with customer number 2 who wanted to check the status when her child's subscription will be active again, so she can reach him. The subscription was closed because of her missing one invoice. In her situation she was uncertain exactly when the subscription would be opened after making the payment for the missed invoice. This uncertainty caused a lot of stress.

OmaElisa shows that the product is either active or inactive. At present, OmaElisa does not show the customer steps in between case management in problem situations. With problem cases, in-depth status checks on between stages what is happening would greatly improve customer experience on giving customer a reassurance what is going on and reduce uncertainty and contacts to customer support.

At present in these between stages, where customer is not completely sure what is going on, support is contacted usually by calling or visiting the shop. This not only strain Elisa's customer service, but also the customer's experience interacting with Elisa. People seek the confirmation from human channels because they are not provided a place where customer could see a status of their case. Providing a tool in OmaElisa for the customer to check their case status could greatly improve Elisa's customers experience and make OmaElisa an active place for the customer. This could also have a great impact on reducing some of the contacts to customer support, which are made because of uncertainty and lack of knowledge what is going on. In the research made with customers, uncertainty led to discomfort which again translated to unpleasant experiences. Not just advertise OmaElisa as a place where customers can manage

their information, but to make it feel as a place where they get confirmation, a reassurance what is going on, to further engage customers to Elisa. The key element to make OmaElisa feel more personal place for the customers is giving customer the feeling that they are being taken care of.

6.6 Product offering

Customers experienced that Elisa offers different products depending on the effort customers make and the channels they use. The prices and specs are not consistent, and customers feel they have to make extra effort to get the best possible deal to suit their needs. This was the case especially with subscriptions. The offers were not consistent and changed between channels the customers were using. Many of the customers in the research felt they have to contact different channels to get the best possible subscription with suitable price and specs. Webshop offers some products, by the best suitable product can be found by calling or visiting a store, or in the last case scenario, ending the customership.

After not finding a suitable product, customer number 4 was offered the best option after he had cancelled his subscription in Elisa and opened a new subscription with another provider. This experience of the Elisa calling him after customership termination and offering the best deal at that point, was felt to be strange and he was confused why he could not get that offer when he wanted to update his subscription before in a store. If he would have been offered the product in the first place, the outcome would have been the same for the customer and the company, but the customer's experience would have been a lot pleasant. He felt this kind of procedure is not serving anyone. Customer number 4 had to terminate the customership before his needs were listened and realized. It was also mentioned that the credibility of the company is decreased when the customer is offered a better product after they have closed a subscription from Elisa. Providing consistently the same products and offers in all channels would result giving customers better experiences, their needs are listened and their customership is valued.

6.7 Providing support

Providing help when customers have a problem was highly emphasized among all of the participants. To many, together with reasonable product prices, the ease of getting help when needed was the main concern when deciding which telecommunication company to use. For problems which are seen as out of Elisa's support procedure, Elisa offers Omaguru support. This support is chargeable and provides help with deployment and use of technological devices and services.

To many customers paying for help when services and products are bought from Elisa is not seen as a way to demonstrate that Elisa cares for them. Customer number 7 first bought a phone from Elisa's store. He also had Elisa's subscription. After the purchase, he had trouble in setting up his email account, also provided from Elisa, to his new phone. When asking for help in the store, he was guided to use Omaguru services, because this kind of case was outside of Elisa's customer support. Customer number 9 bought a broadband connection and a modem from Elisa. When the modem arrived, the provided deployment instructions were a bit too hard for her, and she needed help in setting up the modem. She first searched help online and found the Omaguru service. She was reluctant to use the service because of the high price and decided to first try to get help for free elsewhere, where in this case, was contacting customer support via OmaElisa. This case was easier to solve with one customer support message since it involved only customer entering the password to a right place.

On the customer number 9 journey, she was willing to spend her time and was ready to wait for help. By making an effort and spending time she was able to get help for free. This could have been seen as frustrating to many other customers, as for the customer number 7, who wanted to get his email working on a new phone and felt he was forced to contact paid services to get help. In situations where the deployment problems are a bit more complex and cannot be solved with just few sentences, customers are left with the paid service help. Also, after using paid customer care services, Customer number 7 felt he was left without any kind of confirmation about did he get the product fully working or not after getting the paid help. He noticed some parts of the email settings was still not working after multiple contacts to Omaguru, after that just gave up because the invoice amount was already getting too high.

Customers felt that the deployment of the product is seen as a part of the service which should be included when acquiring a product from Elisa. To changing the experience towards being customer centric, further discussion could be had what is the future procedure when customers need support for deployment and use of products acquired from Elisa's channels. When the service and product is bought from a company, where lies the border between providing deployment support for free or sending the customer to use a channel which provide them with chargeable help.

6.8 Service quality to improve customer loyalty

Many of the research participants showed a loyalty towards Elisa as a brand, customer number 1 and customer 5 used the term themselves and acknowledged that the bond they have with Elisa is hard to break not by only other teleoperators, but also by companies which work in the area of device retail. This loyalty has been acquired over the years because of good service quality and positive experiences when interacting in different touchpoints. Loyalty appeared for customer number 1 and 7 as Elisa being the first place to buy products, even if some places would sell them a bit cheaper. Also, when acquiring a subscription, customer number 5 stated that he is ready to pay a bit more for example on monthly subscription fees, when he knows he will be given great service quality during and after the purchase. Price plays a part when making decisions on product purchase and choosing the company customers will interact with. But with loyal customers running after every sale is not seen as worth their time and effort. The research showed that providing excellent customer service has a direct link to sales.

Loyalty also appeared as concentrating all purchases to Elisa. The benefit of this was seen as customer number 11 experiencing saving time, when he can get all he needed from one company. He also felt that his life is easier when he can acquire products and subscriptions and manage billing with the same company. Customer 1 and 5 also referred that Elisa's employees are seen as experts who they can rely on providing support. The employees also were seen as someone whose opinion is trusted; they are not offering products which benefit them or the company, but solutions which are consider the customer's needs. This trust was earned

through continuous good experiences in the service quality. The return of investment in service development is sometimes something which is hard to measure, but the research showed that investing in service quality and customer experience has a strong impact on customers loyalty towards Elisa. Concentrating on customer experience creation and enhancement also in the future will yield loyalty and build a bond with customers which is hard to break.

Recommendations

7. Recommendations

7.1 Experience drivers

By understanding needs and emotions, themes could be defined which would improve Elisa's omnichannel experience. Analyzing the negative emotions that arose can be used to identify what are the areas which should be improved to provide better experiences. These themes, experience drivers, were based on understanding the customer, which again guide the design work and help to envision the future development areas. Based on analyzing the omnichannel customer journeys, the following design drivers to enhance Elisa's omnichannel experience were identified:

Movement

Lifecycle

Unification

Empowerment

Ease

Support

7.2 Strategic recommendations

These experience drivers were used to perceive limitations, define and understand the shortcomings in the omnichannel environment and help to give strategic guidance where the future development work should focus on and how to improve Elisa's omnichannel experience. Strategic steps can be used as starting point for experiments and service development. These recommendations were done to improve Elisa's customers holistic customer experience and guide towards more customer centric direction.

Experience drivers

Movement

Lifecycle

Unification

Empowerment

Ease

Support

Strategic recommendations

Developing Omnichannel environment as a service ecosystem.

Developing the channels and touchpoints as a whole service ecosystem to provide a seamless movement and unified omnichannel experience, giving customers the feeling of advancing on their customer journey. Understanding the needs of customer interaction channels and what channels should be provided to better serve customers in the future.

Moving from individual interactions to customer lifecycle

Sales contacts based on customer lifecycle. All the interactions which has been happening, not just one interaction. Ignoring the whole customer journey risks affecting negatively in the long-built relationship and loyalty between the company and the customer, and makes customer more prone to churn.

Unified consumer / corporate customer experience

Making corporate customer case managing less difficult for customers. Reducing the complexity draining from Elisa's processes to the customer experience. Unifying the consumer / corporate customer experience to make the customer case managing and interactions less confusing for customers who are both consumer and corporate customers.

Strategic recommendations

OmaElisa: from passive to active

Providing a tool in OmaElisa for the customers to check the case status and stages in problem management would make OmaElisa an active place for the customer. Giving customers a reassurance what is going on would greatly improve customer experience and reduce uncertainty, providing customer the feeling that they are being taken care of.

Offering same products in every channel

Subscription offering should be consistent and the same price & specs should be available in every channel for the customer. Customers should not feel that they have to make an effort or terminate their customership to get the best possible product and a feeling their needs are being acknowledged.

Customer support procedure

To change towards being customer centric, support should be provided when customer has bought both product and service from the company, not being sent to use charged service channels. Customer support for deployment is valued and seen as a part of providing a great customer care experience.

Conclusion

8. Conclusion

Literature review part of the thesis concentrated on defining omnichannel environment, how customer experience is generated in that environment, how customer journeys can be mapped and what benefits this offers to a company. The first research phase of the thesis consisted of researching common customer journeys, activities and touchpoints related to those journeys. In the second phase collaborative design methods were used to research and document 11 customer journeys which consisted of multiple touchpoints and were done in the omnichannel environment. The common customer journeys were researched by data analysis and expert interviews. Customer omnichannel experience was researched using timeline method, combined with an interview.

Selected design methods gave a human-centered approach to research and evaluate the current state of Elisa's omnichannel customer experience, revealing improvement areas. In the conclusion part, meeting the objectives is reviewed and research questions are answered. Limitations and future research are also discussed.

8.1 Meeting research objectives and answering research questions

Objectives:

- 1. Research the most common customer journeys customers have with Elisa.*
- 2. Map and visualize the journeys with typical activities and touchpoints.*
- 3. Research current omnichannel customer journeys with Elisa's customers with collaborative design methods.*
- 4. Make recommendations how omnichannel experience could be improved in Elisa's omnichannel environment.*

The first and second objective was delivered in the first phase of the research, chapter 4, "Mapping the common multi-touchpoint customer journeys". The most common customer journeys were: managing / changing customer information, updating / changing mobile subscription and understanding / inspecting billing. These three customer journeys were mapped and the activities and touchpoints related to the specific customer journey were visualized. The third objective was done by involving Elisa's customers, researching and documenting their omnichannel experiences in the chapter 5, "Collaborative methods to research customer omnichannel experiences". The final, fourth objective was delivered in the chapter 7. "Recommendations", where the findings from chapter 6 were analyzed, experience drivers were set and future development areas were introduced.

Research questions:

1. How customer experience is created in an omnichannel environment?

Customer experience is generated in activities in corresponding touchpoints. In Elisa's case, these touchpoints range from physical to digital, from human contact to self-service. In the omnichannel customer journeys, activities in touchpoints formed a whole to reach a certain goal. The experiences the participants had in these journeys consisted of needs and emotions which were also acknowledged by Flom (2010). These again shaped consumer behavior and the view how a company is portrayed. The emotions and the activity of fulfillment of needs were also mentioned by Hassenzahl et. al. (2013) as a starting point for meaningful experience design.

When inspecting customer experience in omnichannel environment, emphasize should also be in the importance of how seamless and effortless the channel change experience is and the feel of advancing in this environment. It is important to note, what also clearly was seen in the second part of the research, that customer experience is ongoing. It does not happen or stop in just one activity (Richardson, 2010, Ross, 2015). This was also seen how Elisa's customers portrayed their customer journeys in the research. Customer experience was not accumulated in one activity, but as an ongoing lifecycle in different touchpoints, which does not have an

end. Experience comes from the activity of responding to a need, positive experiences lead to memorable interactions which are again closely linked to motivations and behavior.

2. How to map and visualize customer journeys to improve Elisa's omnichannel experience?

Visualization depends on the use, recipient and what is the desired impact (Segelström, 2009, Segelström & Holmlid, 2009). Visualizations can work as a tool to communicate and share information about the environment company's customers move in including the touchpoints and activities of the specific customer journey. Depending of the desired impact, different kind of models for portraying the journeys can be used. To avoid the linear thinking, in the first phase visualizing the most common customer journeys, the journeys were presented in a form of a wheel as ongoing lifecycles. This was also done to make the data visualization more compelling to better communicate and represent findings. These journeys can be used as a starting point for experience design by providing basic information on channels and touchpoints.

When researching omnichannel customer journeys in the second phase, linear visualization was used. This was mainly due to the vast amount of data that the in-depth collaboration design methods provided to document not only function, but also emotion on static and dynamic touchpoints. These worked more as a documentation and analyzing tool to research and evaluate omnichannel customer experience and the focus should be on the customer's point of view. This view was delivered by documenting the feelings and emotions in the journeys to see positive and negative impacts, incorporating also a feel meter to the journey visualization, to communicate the journey in way that general emotion can be easily perceived. These visualizations document all the factors which affect holistic customer experience (Patrício, Fisk, Cunha & Constantine, 2011). Based on the findings and analysis which affected customer experience in the omnichannel environment, experience drivers were set to envision the future development areas.

8.2 Limitations

Even though most of the omnichannel literature background material for thesis were from marketing point of view, design also plays a big role in the providing a holistic human-centered approach and research methods, which created a customer centric starting point for the research.

The qualitative research sampling used is usually small, often because of the laboriousness of the methods. Still, qualitative study provides in-depth, detailed descriptions which cannot be achieved otherwise. With collaborative design methods It was possible to discover the underlying emotions and motivations customers have. Because of the qualitative nature of the study, experiences were subjective and tied to the context of each individual customer journeys.

The participants in the second part of the research were all Elisa's current customers. They can be biased towards Elisa, meaning that anything they have endured or the experiences they have had, were not as severe that it would have made them to terminate their customership with the company. Then again, as being noted earlier, experiences are subjective, and some of the shortcomings the participants had may have been a factor for other customers to leave. Because of this notion, recognizing these development areas were crucial.

The customer experiences in the omnichannel customer journeys were relying mostly for people's memories, since omnichannel customer journeys were done in the past. Some of the details of the journeys might have been forgotten, but the general path was clear and remembered by the participants. Also, the most memorable interactions were the ones that shaped customer's perceptions and experiences. Those memories are the ones which portray the customer journey interactions with Elisa. Emotions and memories were strong even in small details, if that interaction had been memorable.

8.3 Future research

In the academic literature, omnichannel environment combined by experience design was fairly unexplored, where this thesis can provide insight. Customers today use multiple channels during their journeys and experience is created in variety of touchpoints. These touchpoints form a customer journey where overall, holistic experience is delivered. This happens every time people engage with the company and decision making happens in rational and emotional level. Experience design is acknowledged as a new way of developing businesses, to make products and services desirable.

To deliver memorable experiences to customers and do experience design, we first must know what we are designing for by researching, documenting and analyzing customer journeys. Recognizing how people contact and move in multiple interaction channels help to begin developing them. Visualizing and researching journeys and experiences related to them, enables to communicate customer journey data and works as a tool to interpret and understand information, enhance empathy and serve as a tool for development to design seamless and memorable experiences. With deeper understanding of customer experiences, we can create value for the customer and loyalty towards the company.

The second research part was done with a customer segment, who have been using multiple channels in the recent past. The used methods can also be applied to concentrate research on customer journeys around specific products and services. Also, in the future this kind of research can be done to target segmented groups based on customer values to research specific customer segment's needs.

8.4 Reflection

The omnichannel environment and multiple different ways of interacting which Elisa offers to its customers is vast. Just to make myself first familiar with all the different ways of interacting and the possible touchpoints where these interactions could be done, was time consuming. This background research was necessary to get an understanding before advancing to the next phases in the thesis.

Setting a scope required time to immerse myself to the topic. Many of the preliminary academic research literature, articles, books and background material was more leaning towards marketing, and had a strong emphasis on sales. This was especially the case with omnichannel material. It was crucial for me to have the focus on human-centered approach and the customer. Evaluating the selected omnichannel background material and combining it with experience design and ways to enhance customer experience, provided a solid background to build on where the benefit can be to both Elisa and the customers.

Making a project plan helped to schedule the work even when encountering external delays which cannot be affected. The guidance and help I received from my colleagues in Elisa were also invaluable and helped to iterate in each step of the whole project. Without collaboration with both internal stakeholders and customers, the findings this study presents would not have been possible. Getting background knowledge, extracting information with various design methods, using that information to make decisions and build tools, to using those tools as means to collaborate with customers is a long process but when done correctly, yield results which are invaluable. Using the knowledge provided by the master's degree education in Aalto provided a great background to execute the project from the start to the end. I am extremely satisfied and pleased with how the whole process went, and the insight this thesis has given.

References

Accenture (2016). The love index. A fresh approach to measuring affinity to physical and digital experiences. Accenture interactive.

Badgett, M., Boyce, M.S. & Kleinberger H. (2007). Turning shoppers into advocates. IBM global business services, NY, U.S.A.

Berry, L. L., Carbone, L. P. & Haeckel S. H. (2002). Managing the total customer experience. Sloan management review, vol. 43 no. 3, pp. 85-89.

Binder, J. (2014). Online channel integration: Value creation and customer reactions in online and physical stores. Wiesbaden: Springer gabler cop.

Blomkvist (2014). Representing future situations of service. Prototyping in service design. Phd thesis, Linköping studies in arts and sciences, no. 618.

Christensen, C. M. & Raynor M.E. (2003). The innovator's solution – Creating and sustaining successful growth. Boston, USA: Harvard business press.

Deloitte (2015). Global powers of retailing 2016 - Navigating the new divide. Deloitte Touche Tohmatsu limited.

Dhabar, A. (2012). Toward compelling customer touchpoint architecture. Business horizons, vol. 56 n. 2, p. 199-205. Amsterdam, Holland.

Fessenden, T. (2017). A theory of user delight: Why usability is the foundation for delightful experiences. Norman Nielsen group.

Flom, J. (2010). The value of customer journey maps: A UX designer's personal Journey.

Følstad, A. & Knut, V. (2018). Customer journeys: A systematic literature review. *Journal of service theory and practice*, vol. 28, issue: 2, pp.196-227.

Følstad, A., Kvale, K., & Halvorsrud, R. (2013). Customer journey measures - State of the art research and best practices. Research report A24488, SINTEF. Oslo, Norway.

Gentile, Chiara, Spiller, N. & Noci, G. (2007). How to sustain the customer experience: An overview of experience components that co-create value with the customer. *European management journal*, vol.25, no.5, pp. 395-410.

Goldstein, S. M., Johnston, R., Duffy, J., & Rao, J. (2002). The service concept: The missing link in service design research. *Journal of operations management*, 2, pp. 121-134.

Gupta, S. & Mirjana, V. (2000). New service development: Creating memorable experiences. Fitzsimmons, James A. and Mona J. Fitzsimmons, eds. Sage publications, pp. 33-51, CA, USA.

Halvorsrud, R., Lee, E., Haugstveit, I. M., & Følstad, A. (2014). Components of a visual language for service design. *Proceedings of ServDes 2014*, Linköping university electronic press, pp. 291-300.

Hassenzahl, M., Eckoldt, K., Diefenbach, S., Laschke, M., Lenz, E., Kim, J. (2013). Designing moments of meaning and pleasure. *Experience design and happiness. International journal of design*, vol. 7, no. 3, pp. 21-31.

Hassenzahl, M. (2010). *Experience design: Technology for all the right reasons*. California, CA, USA: Morgan & Claypool publishers cop.

Hassenzahl, M. (2014). User Experience and experience design. In book: *Encyclopedia of human-computer interaction*. Editors: Soegaard, Mads and Dam, Rikke Friis. Aarhus, Denmark: The interaction design foundation.

Johnston, R. & Kong, X. (2011). The customer experience: a road-map for improvement. *Managing service quality*, vol. 21 no. 1, pp. 5-24.

Kardys, D. (2014). Beyond multichannel. WSOL.

Kositpipat K. & Prasongsukarn K. (2017). Omni-channel retailing & brand strategic management to impulse consumer buying. *Apheit Journal*. vol. 6 no. 1 pp. 45-57

Meyer, C. & Schwager, A. (2007) Understanding customer experience. Issue February. *Harvard business review*.

Miettinen, S. (2017). An introduction to industrial service design. London; New York: Routledge, Taylor & Francis group.

Neslin, S.A., Grewal, D., Leghorn, R., Shankar, V., Teerling, M.L., Thomas, J.S. & Verhoef, P.C. (2006). Challenges and opportunities in multichannel customer management. *Journal of service research*, vol. 9, no. 2, pp. 95-112.

Norton, D. W., & Pine, B. J. (2013). Using the customer journey to road test and refine the business model. *Strategy & leadership*, vol. 41 no. 2, pp. 12-17.

Patrício, L., Fisk, R. P., Cunha, J. F. & Constantine, L. (2011). Multilevel service design: From customer value constellation to service experience blueprinting. *Journal of service research*, vol. 14 no. 2, pp. 180-200.

Payne, A. & Pennie F. (2005). A strategic framework for customer relationship management. *Journal of marketing*, vol. 69 no.4. pp.167-76.

Pine, B. J. & Gilmore, J. H. (2011). *The Experience economy*. Harvard business school press cop, MA, USA.

Rawson, A., Duncan, E. & Jones, C. (2013). The truth about customer experience. Customer service. Issue September. Harvard business review.

Richardson, A. (2011). Using customer journey maps to improve customer experience. Harvard business review.

Richardson, A. (2010). Understanding customer experience. Harvard business review.

Roll, M. (2015). Asian brand strategy. Palgrave Mcmillan, NY, USA.

Rigby, D. (2011). The Future of Shopping. Harvard business review, vol. 89, no.12, pp 65–76.

Roelofs, J. (2017). Difference between user experience and customer experience KPMG.

Schramm-Klein, H., Wagner, G., Steinmann, S. & Morschett, D. (2011). Cross-channel integration – Is it valued by customers? The international review of retail, distribution and consumer research, Vol. 21, No. 5, pp. 501–511.

Segelström, F. (2009). Communicating through visualizations: Service designers on visualizing user research. Linköping university electronic press, Linköping, Sweden, pp. 175-185.

Segelström, F. & Holmlid, S. (2009). Visualizations as tools for research: Service designers on visualizations. Nordes 2009, Oslo, Norway.

Sleeswijk Visser, F. (2009). Bringing the everyday life of people into design. Delft: Technische universiteit, Holland.

Treacy, M. & Wiersema, F. (1993). Customer intimacy and other value disciplines. Operations management. Issue January - February. Harvard business review.

Valentini, S., Montaguti, E. & Neslin, S. A. (2011t). Decision process evolution in customer channel choice. Journal of marketing, vol. 75, November, pp. 72–86.

Verhoef, P. C., Kannan P. K. & Inman J.J. (2015). From multi-channel retailing to omni-channel retailing - Introduction to the special issue on multi-channel retailing. *Journal of retailing* vol. 91, no.2, pp. 174–181.

Zomerdijk, L. G. & Voss, C. A. (2010). Service design for experience-centric services. *Journal of service research*, vol. 13 no. 1, pp. 67-82.

Niko Rantanen

Improving holistic customer
experience in omnichannel
environment

2018



Aalto University
School of Arts, Design
and Architecture